

Department of Economic Development (DED) FY13 Performance Review

Steve Silverman, Director
28 May 2014

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Budget Overview: FY10-FY14**
- **Countywide Economic Indicators**
- **Review of FY13 Performance Plan**
- **Update on Business Innovation Network (BIN)**
- **Wrap-Up and Follow-Up Items**



Meeting Goals

- **Examine the State of Montgomery County's Economy Before and After the Great Recession**
- **Evaluate DED's FY13 Performance**
- **Identify Areas of Strong Performance and Areas in Need of Improvement**

Desired Outcomes

- **Improve Business Retention, Business Growth, New Job Creation, and Entrepreneurship in Montgomery County through Data-Driven Decisions**



Part 1

HISTORICAL BUDGET AND FTE OVERVIEW



Historical Budget and FTE Overview

Budget	FY10	FY11	FY12	FY13	FY14
Economic Development*	\$10,328,240	\$8,629,170	\$8,334,330	\$11,940,787	\$11,612,369
DED Total as Percent of Total MCG Operating	0.6%	0.6%	0.5%	0.7%	0.6%
Economic Development Fund	\$852,440	\$852,440	\$4,922,280	\$5,090,020	\$3,396,828

Work Year/FTE**	FY10	FY11	FY12	FY13	FY14
Economic Development*	40.8	30.8	26.5	29.05	31.3
DED Total as Percent of Total MCG Operating	0.4%	0.3%	0.3%	0.3%	0.3%
Economic Development Fund	1.0	1.0	1.0	1.0	1.0

*Includes General Fund and Grant Fund

**Calculation switched from Work Years to Full-Time Equivalents (FTEs) in FY13 Budget

The operating budget for DED has increased 12.4% from FY10 to FY14 due to external partner funding to AFI, MBDC, and BHI. DED's workforce as measured by full-time equivalents (FTEs) has decreased 23% over the same time period.



Sources: Approved Operating Budgets, FYs 10-14

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Part 2

ECONOMIC INDICATORS



Jurisdictions in the Regional Benchmark

Criteria for selecting regional jurisdictions

- Inclusion in the Metropolitan Council of Governments (COG)
- Other local jurisdictions commonly compared against

Regional jurisdictions

- **Maryland**
 - Montgomery County
 - Prince George's County
 - Howard County
 - Frederick County
 - Baltimore County
- **Virginia**
 - Fairfax County
 - Arlington County
 - Loudon County
 - Prince William County
- **District of Columbia**

There are a total of 10 jurisdictions included in the regional benchmark.



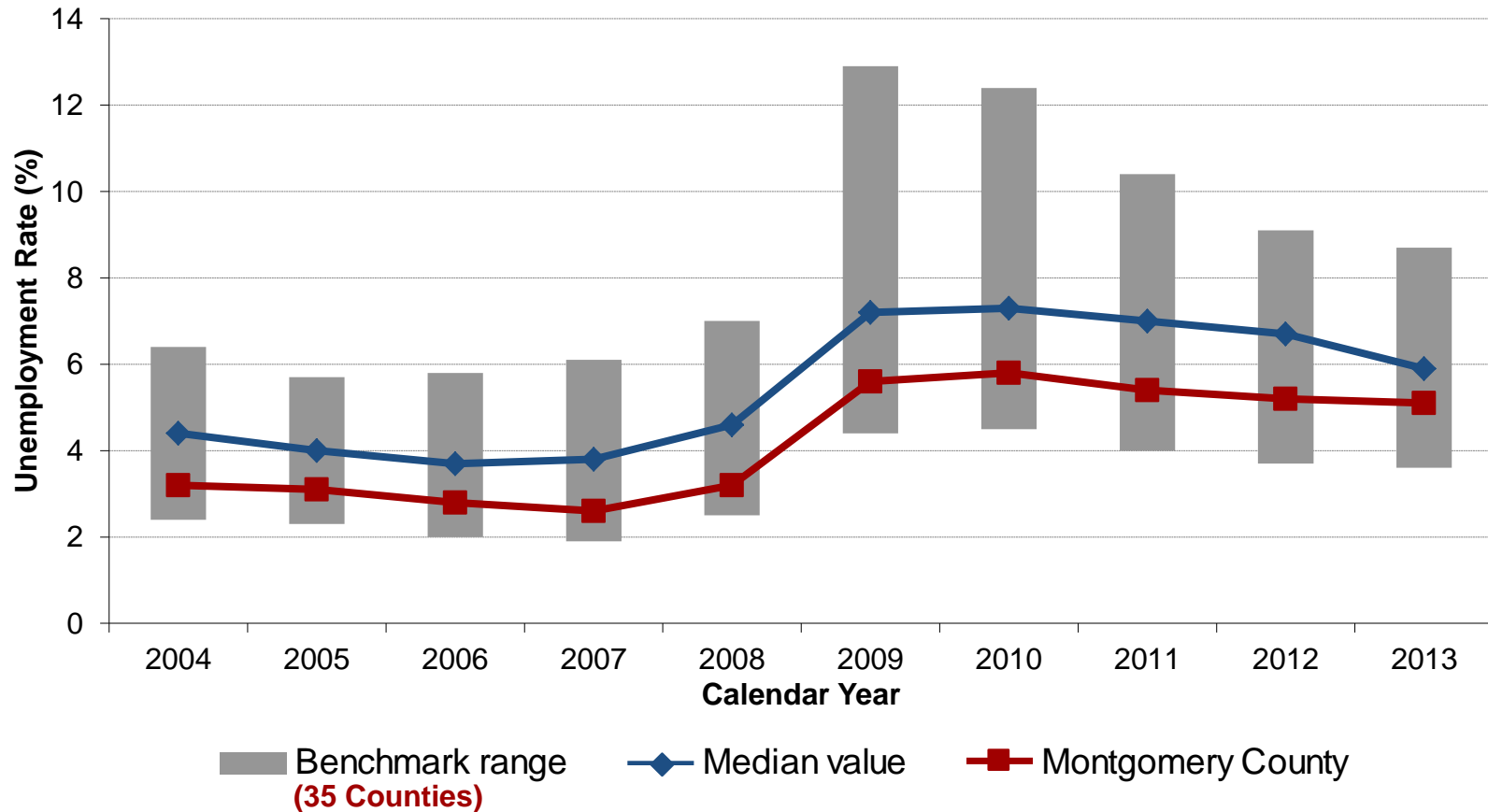
Jurisdictions in the National Benchmark

Metro Area	Jurisdictions
DC	Montgomery County, MD Howard County, MD Anne Arundel County, MD Fairfax County, VA Arlington County, VA Loudon County, VA Prince William County, VA
New York	Nassau County, NY Rockland County, NY Suffolk County, NY Westchester County, NY Bergen County, NJ
Newark/ Trenton	Morris County, NJ Somerset County, NJ Middlesex County, NJ Monmouth County, NJ
Milwaukee	Waukesha County, WI
Denver	Douglas County, CO

Metro Area	Jurisdictions
Philadelphia	Bucks County, PA Chester County, PA Montgomery County, PA
San Francisco	Contra Costa County, CA Marin County, CA San Mateo County, CA Santa Clara County, CA
Los Angeles	Ventura County, CA
Chicago	DuPage County, IL Lake County, IL
Indianapolis	Hamilton County, IN
Detroit	Oakland County, MI
Minneapolis – St. Paul	Dakota County, MN Washington County, MN
Dallas	Collin County, TX
Houston	Fort Bend County, TX
Kansas City	Johnson County, KS



Unemployment Rate by Year– National Benchmarks



Before and after the Great Recession, Montgomery County had an unemployment rate lower than the median rate for our national benchmark counties.



Source: U.S. Bureau of Labor Statistics. Local Area Unemployment Statistics

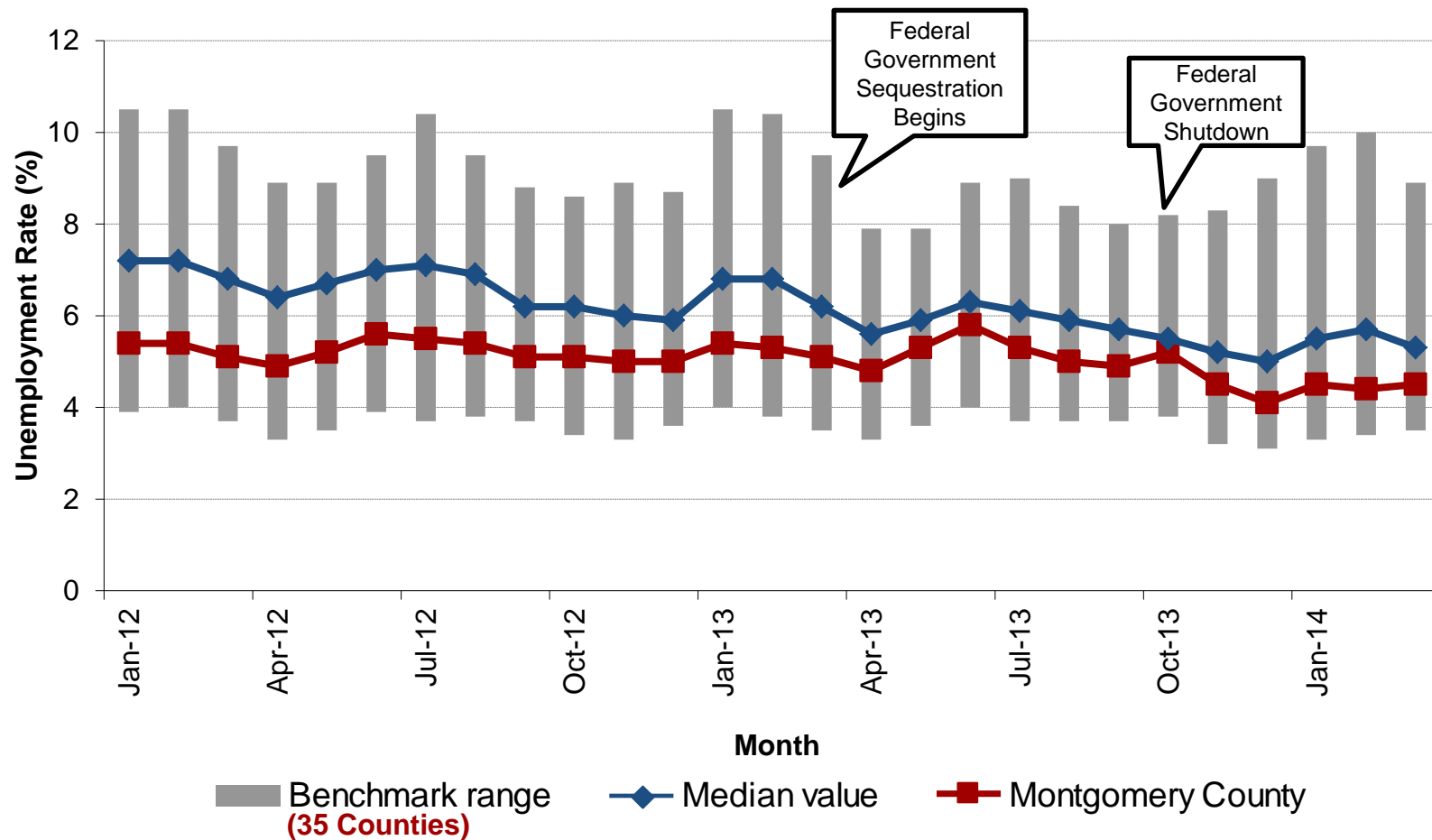
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10

5/28/2014

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Unemployment Rate by Month– National Benchmarks



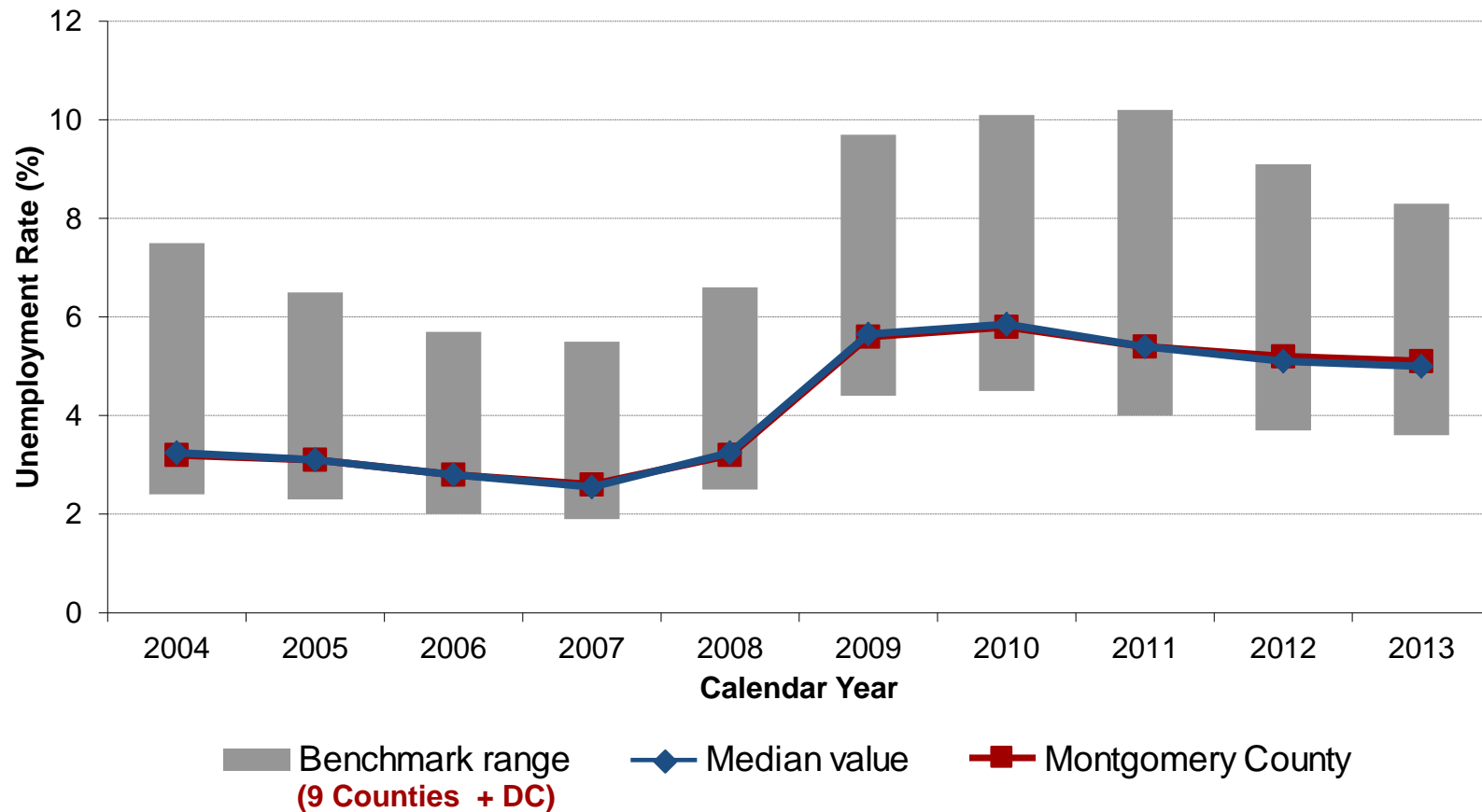
From January 2012 to March 2014, Montgomery County averaged in the top 8 of the 35 benchmark counties in lowest unemployment rate.

Source: U.S. Bureau of Labor Statistics. Local Area Unemployment Statistics

NOTE: March 2014 figures are preliminary estimates



Unemployment Rate by Year– Regional Benchmarks



Montgomery County has been at or near the median unemployment rate from 2004 to 2013 as compared to other DC-area counties. The maximum for each year was DC, the minimum was Arlington County, VA.



Source: U.S. Bureau of Labor Statistics. Local Area Unemployment Statistics

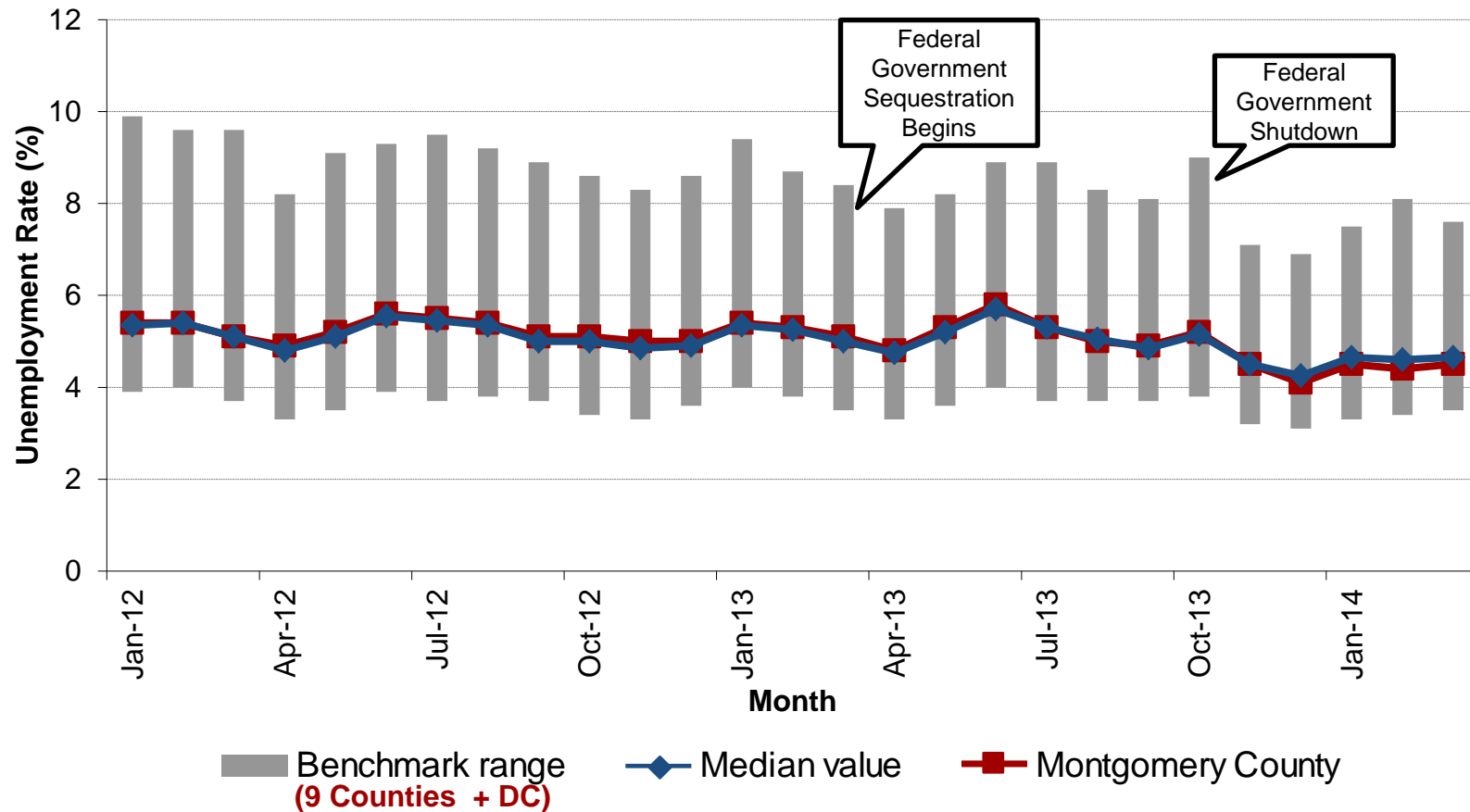
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12

5/28/2014

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Unemployment Rate by Month– Regional Benchmarks



Data suggest that the sequester and federal government shutdown have not had a significant impact on short-term unemployment in the region.

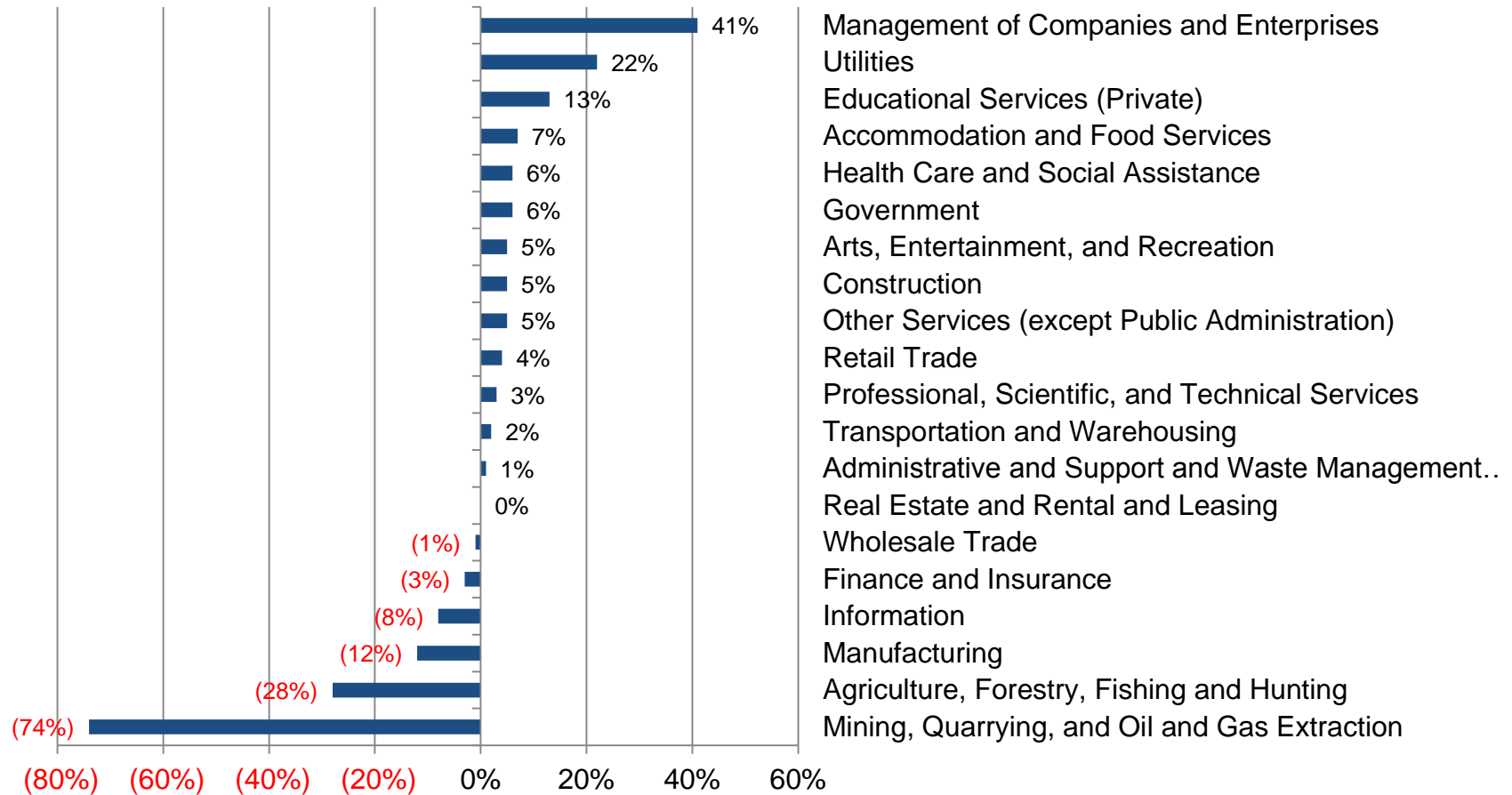
Source: U.S. Bureau of Labor Statistics. Local Area Unemployment Statistics

NOTE: March 2014 figures are preliminary estimates



Montgomery County Employment Changes 2010-2013

By Industry (1/2)



The key industry of professional, scientific, and technical services has grown 3% from 2010 to 2013 according to EMSI's data.

Source: Economic Modeling Specialists Intl. (EMSI) via DED
Includes QCEW Employees, Non-QCEW Employees, & Self-Employed



Montgomery County Employment Changes 2010-2013

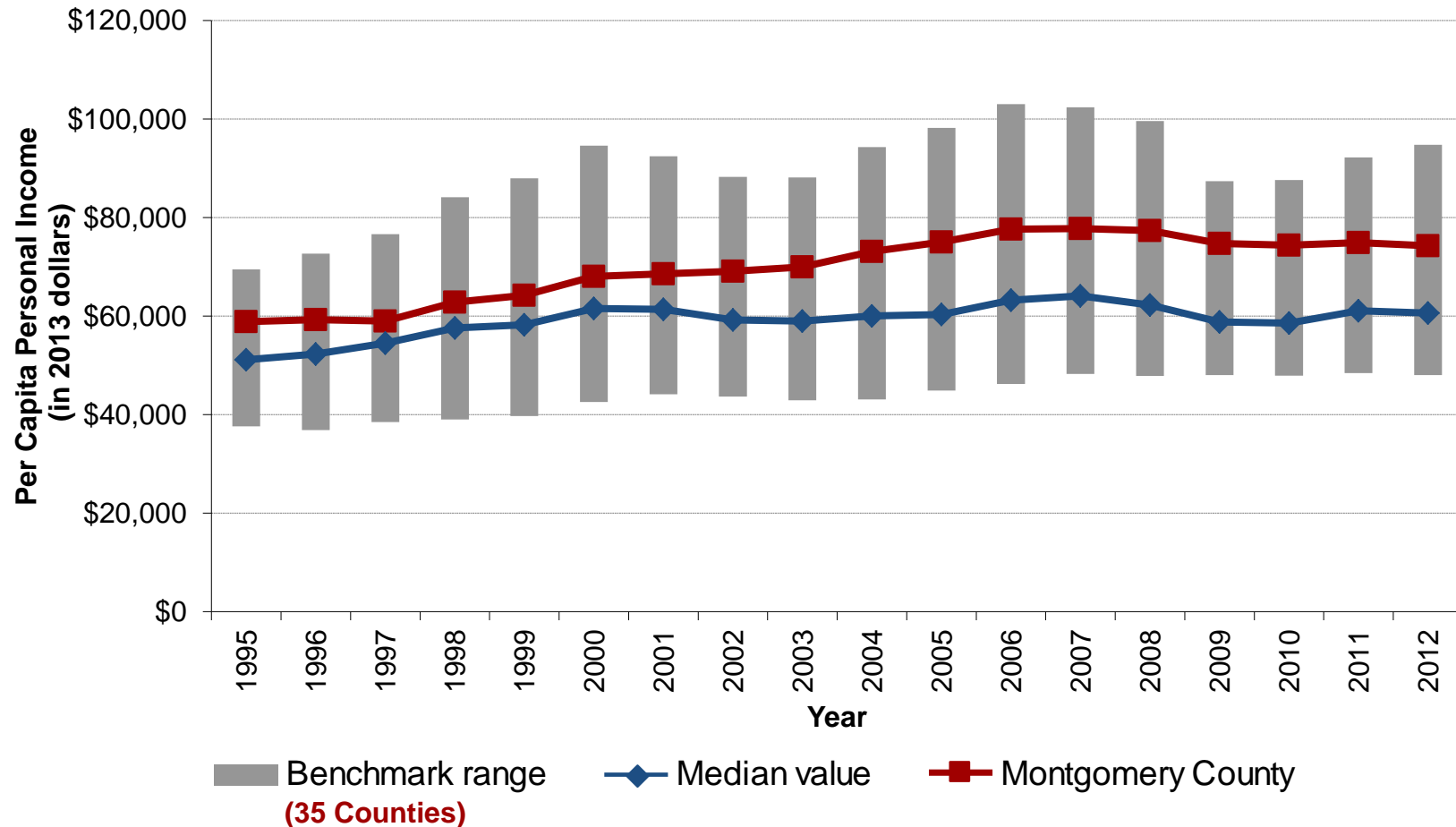
By Industry (2/2)

Industry	2010 Jobs	2013 Jobs	Change	% Change	2013 Avg. Earnings Per Job
Management of Companies and Enterprises	7,387	10,432	3,045	41%	\$157,923
Utilities	465	569	104	22%	\$130,842
Educational Services (Private)	11,430	12,887	1,457	13%	\$44,099
Accommodation and Food Services	30,659	32,876	2,217	7%	\$24,414
Government	93,977	99,717	5,740	6%	\$107,433
Health Care and Social Assistance	59,093	62,734	3,641	6%	\$61,527
Other Services (except Public Administration)	35,207	37,101	1,894	5%	\$36,186
Construction	27,881	29,200	1,319	5%	\$65,065
Arts, Entertainment, and Recreation	8,343	8,773	430	5%	\$27,867
Retail Trade	45,540	47,340	1,800	4%	\$38,204
Professional, Scientific, and Technical Services	70,495	72,609	2,114	3%	\$106,741
Transportation and Warehousing	5,438	5,563	125	2%	\$48,364
Administrative and Support and Waste Management and Remediation Services	33,102	33,388	286	1%	\$44,821
Real Estate and Rental and Leasing	13,201	13,260	59	0%	\$81,338
Wholesale Trade	9,471	9,395	-76	-1%	\$119,266
Finance and Insurance	21,713	21,041	-672	-3%	\$141,310
Information	13,800	12,634	-1,166	-8%	\$113,765
Manufacturing	12,777	11,297	-1,480	-12%	\$129,489
Agriculture, Forestry, Fishing and Hunting	781	560	-221	-28%	\$25,752
Mining, Quarrying, and Oil and Gas Extraction	370	95	-275	-74%	\$107,741
Total	501,130	521,469	20,341	4%	\$77,807

Source: Economic Modeling Specialists Intl. (EMSI) via DED
Includes QCEW Employees, Non-QCEW Employees, & Self-Employed



Per Capita Personal Income- National Benchmarks

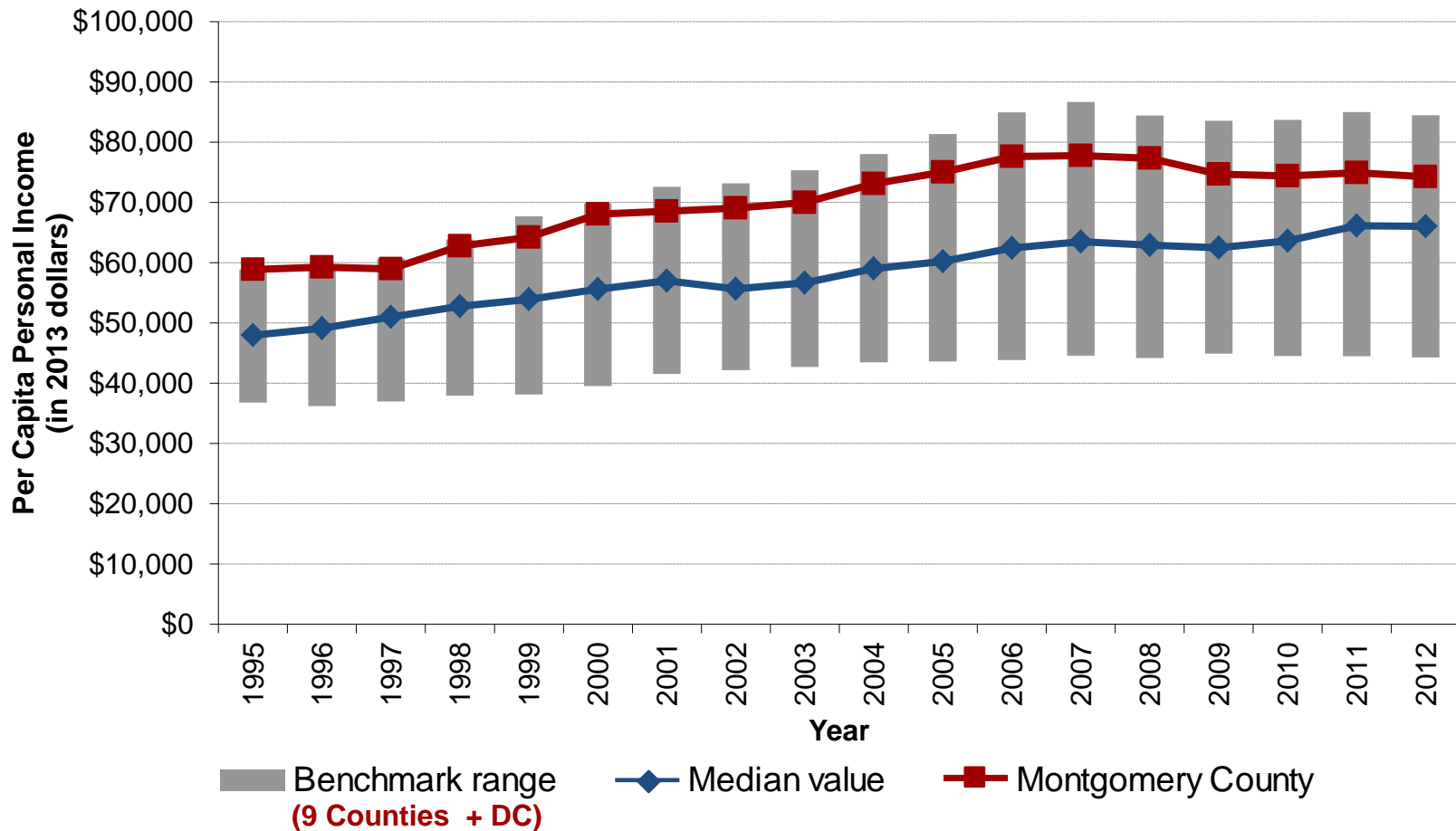


When adjusted for inflation, per capita income in Montgomery County peaked in 2007 and was 4.5% below the peak in 2012 as recovery from the Great Recession continued.

Source: U.S. Bureau of Economic Analysis. Includes income from earnings, dividends, interest, rent, and government transfers. Per capita personal income data shown above are adjusted to 2013 dollars using the un-chained consumer price index



Per Capita Personal Income- Regional Benchmarks



From 1995 to 2012, Montgomery County remained in the top three jurisdictions for per capita personal income in the DC region.

Source: U.S. Bureau of Economic Analysis. Includes income from earnings, dividends, interest, rent, and government transfers. Per capita personal income data shown above are adjusted to 2013 dollars using the un-chained consumer price index

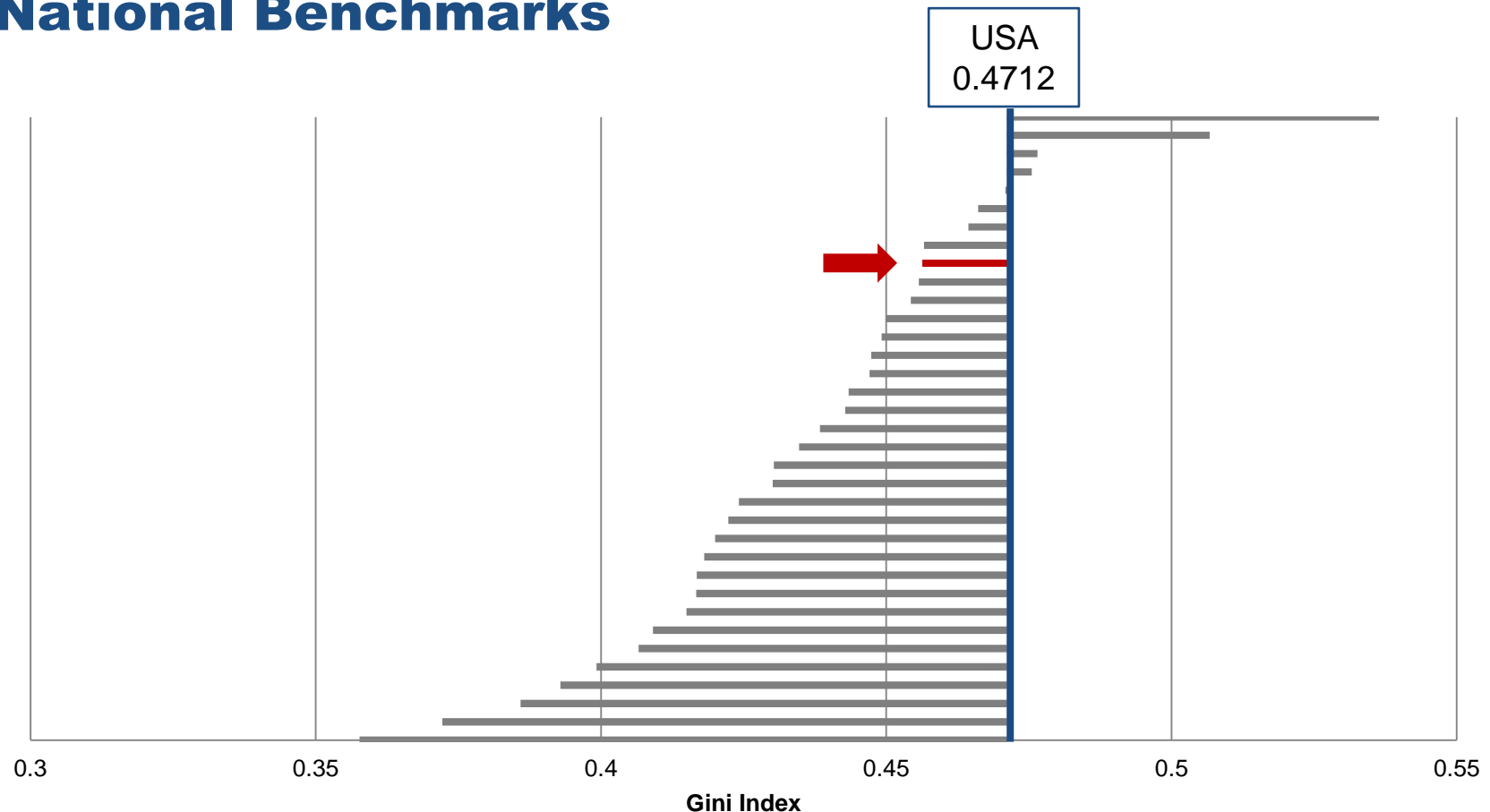


Gini Index (1/3)

- The Gini Index is defined by the Census Bureau as:
“...a statistical measure of income inequality ranging from 0 to 1. A measure of 1 indicates perfect inequality, i.e., one household having all the income and rest having none. A measure of 0 indicates perfect equality, i.e., all households having an equal share of income.”
- Higher levels of income inequality (closer to one) may lead to lower levels of economic growth over time (Source)
- While macroeconomic factors beyond the County’s control affect income inequality, it is important to monitor and benchmark inequality to understand how it may affect economic growth



Gini Index (2/3) – National Benchmarks

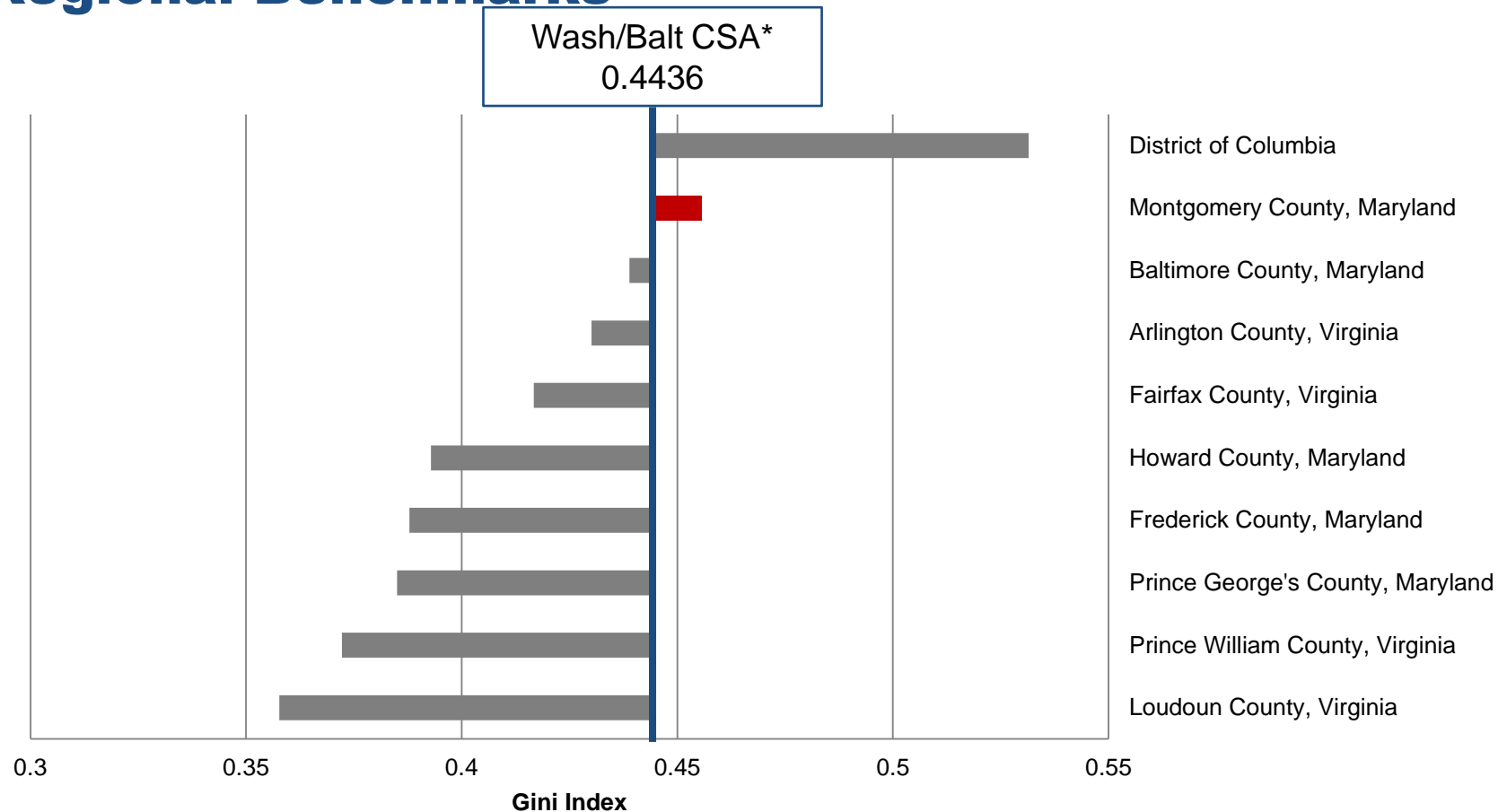


Montgomery County's Gini Index, noted in red above, was 0.0155 points below the national Gini Index. It ranked 10th out of the 35 benchmark counties for highest income inequality.



Source: 2008-2012 ACS 5-year estimates, Table B19083

Gini Index (3/3) – Regional Benchmarks



Montgomery County had the second highest income inequality as measured by the Gini Index compared to regional benchmark counties.



*Washington-Baltimore-Northern Virginia Combined Statistical Area
Source: 2008-2012 ACS 5-year estimates, Table B19083

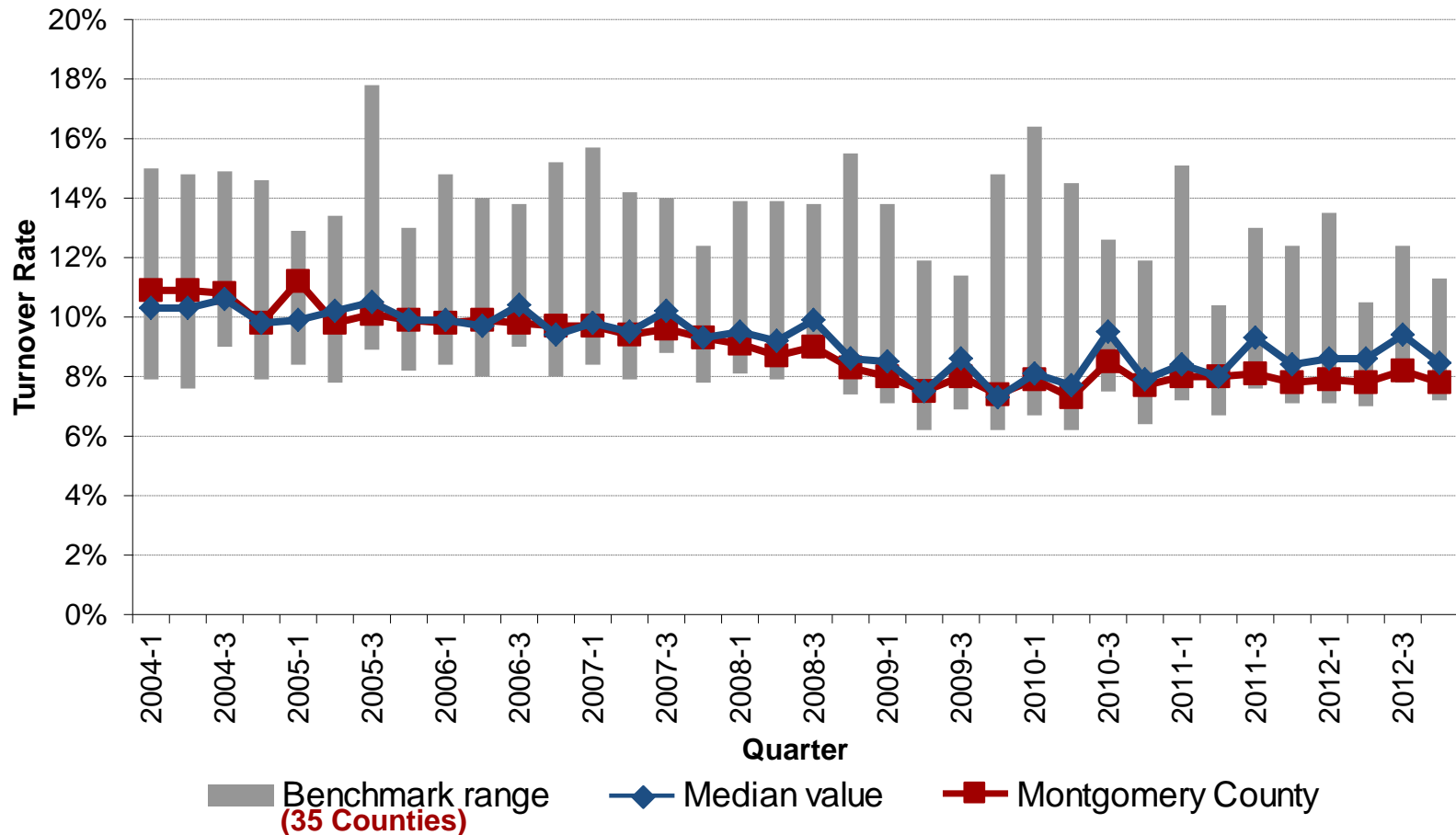
Employment Turnover

- **As a part of the Census Bureau's Quarterly Workforce Indicators (QWIs), Census collects data on the turnover rate of those in "stable" employment**
 - Stable employment is defined as, "When an individual receives earnings from the same employer for three consecutive quarters, it is inferred that the individual was employed for the whole of the middle quarter."
 - Turnover of stable jobs is "calculated by summing the number of stable hires in the reference quarter and stable separations in the next quarter, and dividing by the average full-quarter employment."
- **Currently, the data exclude federal employment**
- **The data show how much the labor market is churning in each jurisdiction**



Source : [QWI 101](#)

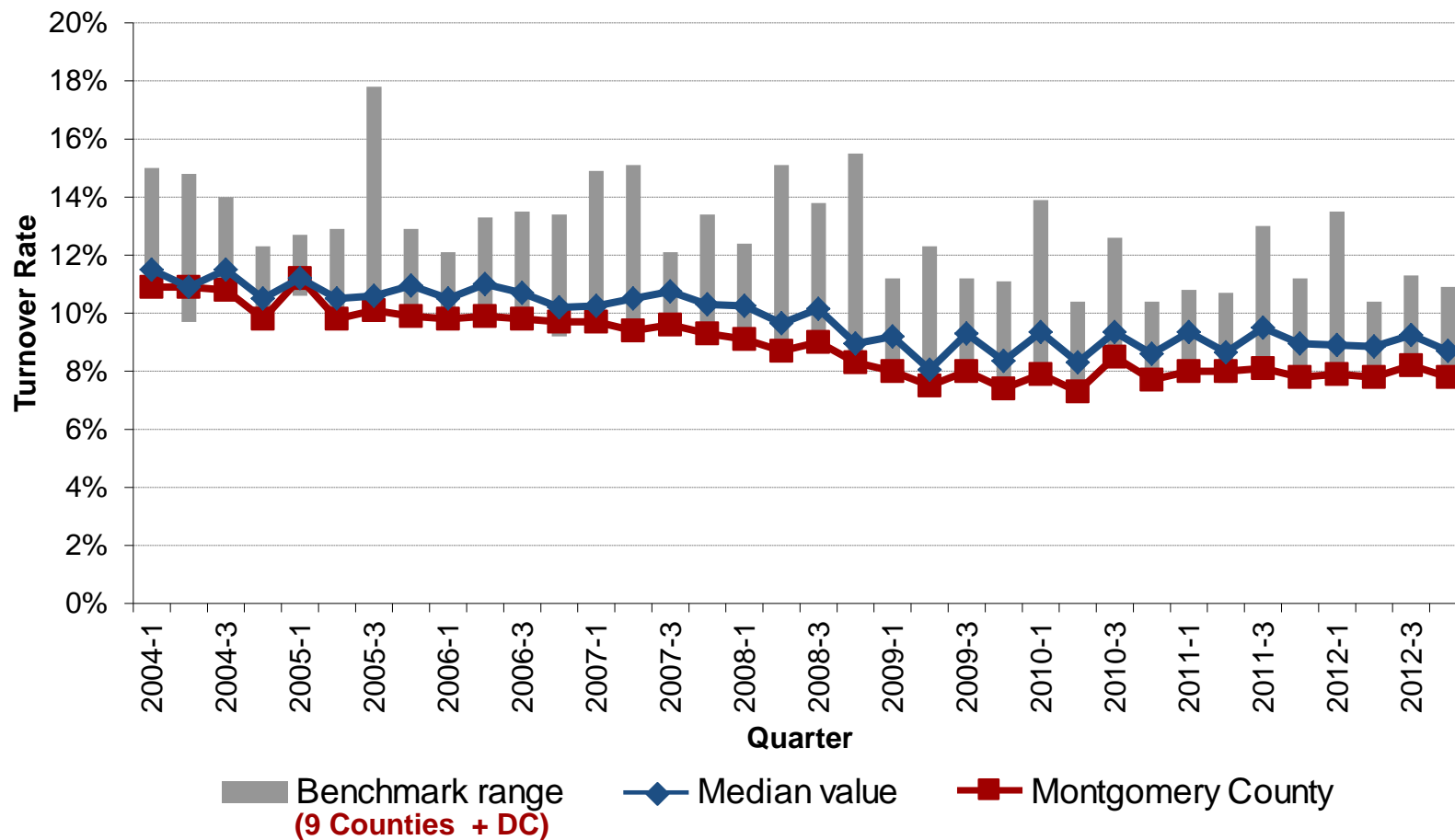
Employment Turnover- National Benchmarks



Montgomery County's turnover rate has lowered from an average of 10.6% in 2004 to an average of 7.9% in 2012. The County's trend is similar to the lower turnover rate in the majority of benchmark counties during this time period.



Employment Turnover- Regional Benchmarks

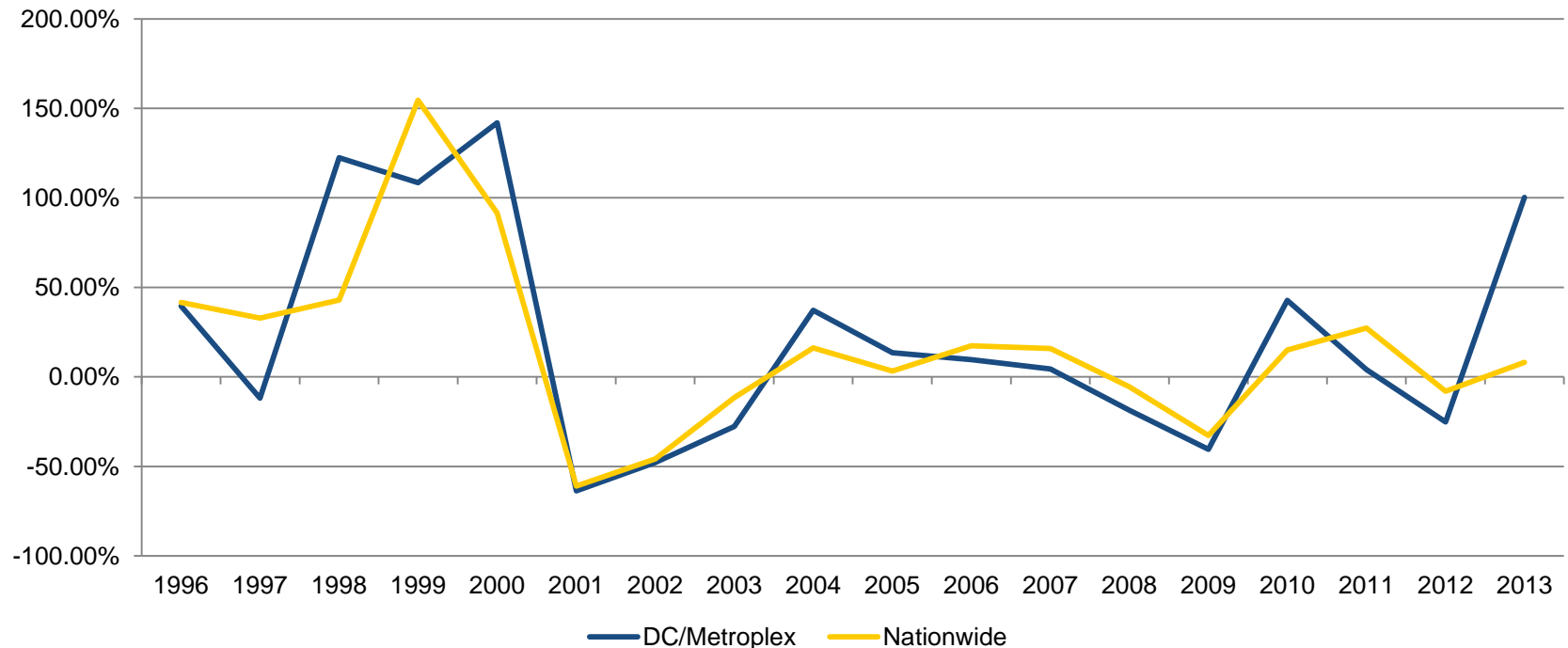


In the DC region, Montgomery County has had one of the lowest levels of employment turnover from 2004 to 2012. The trend indicates a stable employment environment.



Venture Capital – All Industries

Percent Change from Previous Year



The DC region's year-to-year change in venture capital spending followed closely with nationwide trends. However, from 2012 to 2013 the DC region saw venture capital spending jump 100% whereas nationwide it only increased by 8%.

DC/Metroplex includes DC, MD, VA, and WV

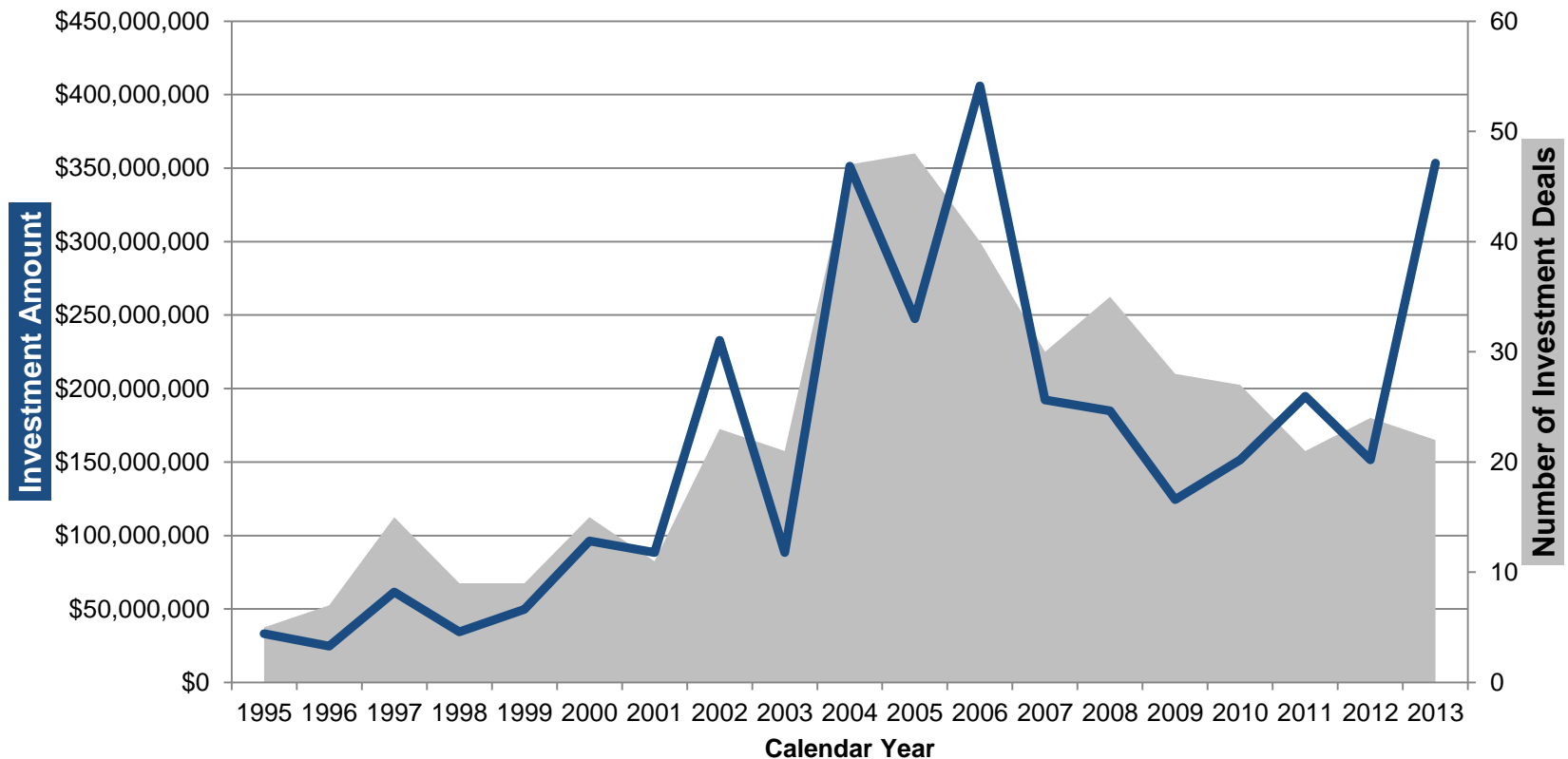
Source: PricewaterhouseCoopers/National Venture Capital Association MoneyTree™

Report, Data: Thomson Reuters



Venture Capital – Biotechnology

DC/Metroplex



In 2013, the DC area brought in \$353,379,000 in venture capital for biotechnology companies. This was a 133% increase over 2012. The software industry had the largest venture capital investment in 2013 at \$507M.

DC/Metroplex includes DC, MD, VA, and WV

Source: PricewaterhouseCoopers/National Venture Capital Association MoneyTree™

Report, Data: Thomson Reuters













Part 3

HEADLINE PERFORMANCE MEASURES

















Overview of Headline Performance Measures

<u>Headline Measure</u>	<u>FY12</u>	<u>FY13</u>	<u>Change</u>
Number of New Business Starts	6	30	
Jobs Created by Business Expansions, Attractions, and Start-Ups through DED Involvement	1,467	903	
Jobs Retained (location decision, lease renewals)	9,891	1,392	
Total New Capital Investment by Business Expansions, Attractions, and Start-ups through DED involvement (in millions)	\$521M	\$17M	
Net New Commercial Space Occupied by Business Expansions, Attractions, and Start-Ups through DED involvement (sq. feet)	685,307 sq feet	232,206 sq feet	
Number of Businesses Assisted (Permits, Zoning, Exports, B2B, Introductions, Land-Use, etc.)	160	319	
Number of Job Seekers Placed in Jobs by Workforce Services	4,898	5,934	
Number of Unique Businesses Assisted by Workforce Services (Recruitments, Trainings, Lay-Offs)	592	676	
Acres of Land Under Easements Inspected by Agricultural Services	2,036	1,000	
Percent of participants satisfied with DED sponsored technical assistance and training programs	94%	99%	

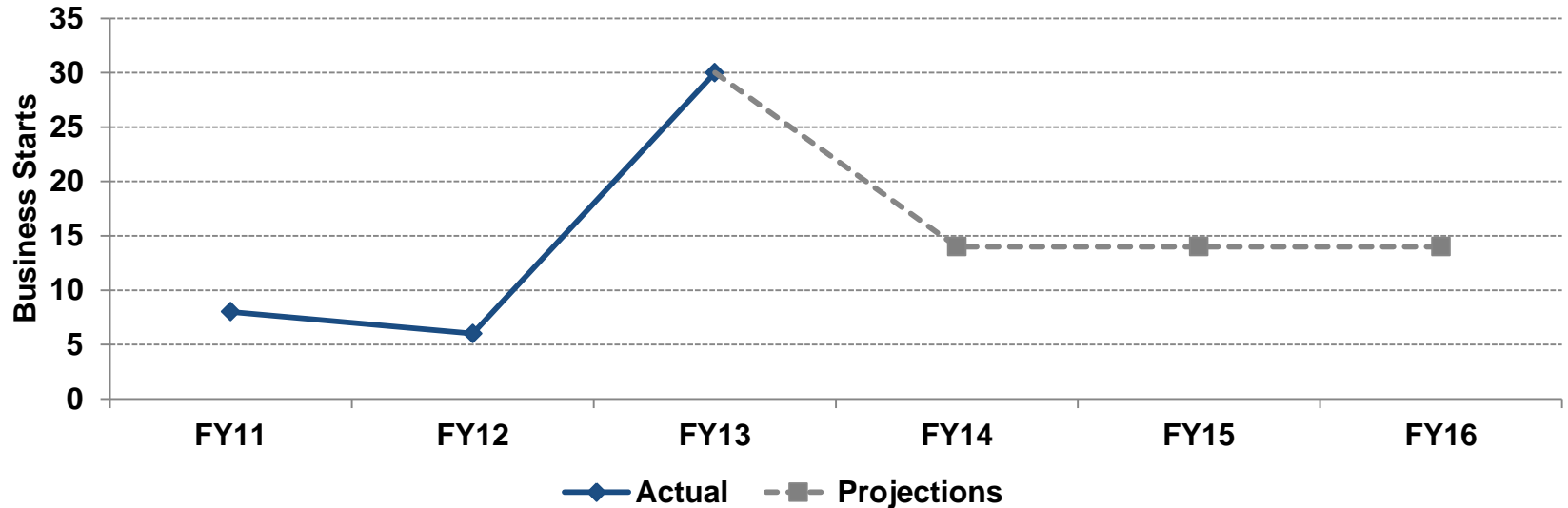


Overview of Supporting Performance Measures

<u>Supporting Measure</u>	<u>FY12</u>	<u>FY13</u>	<u>Change</u>
Number of Businesses Attracted	15	11	
Number of Businesses Expanded	19	15	
Number of Businesses Retained	5	1	
Number of Business Assistance Engagements (each company may be assisted multiple times)	372	520	
Number of Employees at Companies Assisted by DED	22,474	35,346	
Number of Economic Development Fund (EDF) Awards	9	3	
Total value of EDF transactions (in millions of dollars)	\$1.17	\$1.99	
Number of events/tradeshows where DED actively marketed the county	161	142	
Number of foreign delegations hosted by DED	2	6	
Website performance – Number of Page Views	N/A	78,114	
Number of Technical Assistance Events and Training Sessions Organized by DED	80	90	
Number of Participants in Tech Assistance Events and Training Sessions	1,939	1,443	
Number of Job Seekers that Received Career and Employment Assistance	11,409	14,414	
Number of Target Recruitment Events and Job Fairs	79	65	



Number of New Business Starts (1/2)



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	8	6	30			
Projections				14	14	14

FY13 saw 30 new business starts, a 400% increase from the previous year. DED projects about half that amount, 14, of new business starts in upcoming years.

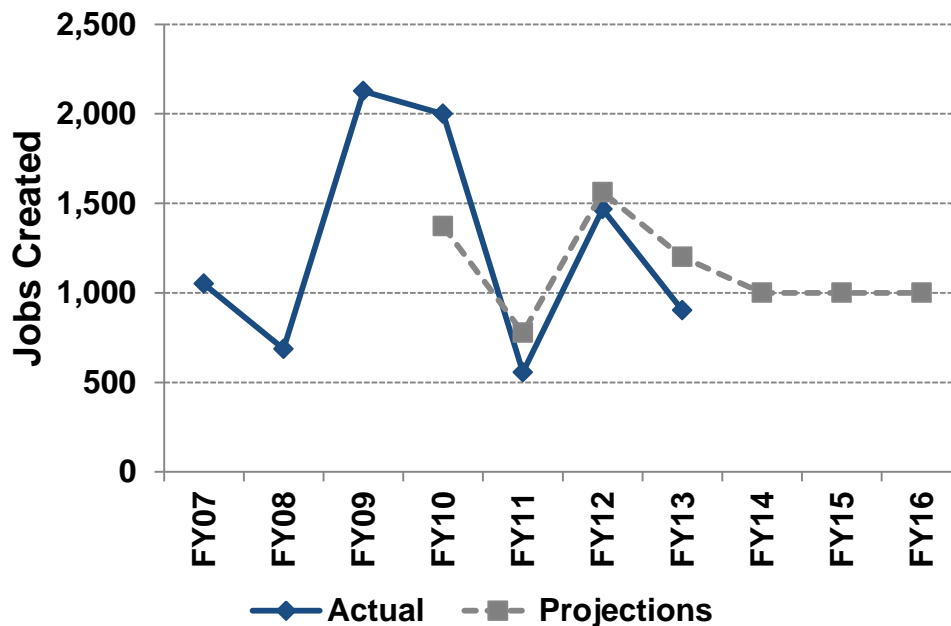


Number of New Business Starts (2/2)

- **Factors contributing to current performance**
 - Effective business incubator program
 - Successful tech transfer program
 - Presence of federal labs and institutes
 - Significant resources and business assistance for start-ups
 - Close working relationships with partners: SBTDC, BHI, MD Women's Center
- **Factors restricting performance improvement**
 - Lack of seed funding for start-ups
 - Lack of dedicated staff for an accelerator program to connect start-up businesses with funding sources
 - Unfavorable market conditions/perceived complexities of starting businesses in the county (permits, signage, costs, etc.)
- **Performance improvement plan**
 - DED plans to work more closely with the federal labs and universities to identify tech transfer opportunities. In partnership with the BioHealth Initiative, the Maryland Women's Business Center, and the SBTDC, DED will continue providing resources, expertise and training to stimulate creation and growth of start-ups. DED is developing a new business assistance program for the incubator companies to accelerate their growth.



Jobs Created by Existing Business Expansions, Attractions, and Start-ups through DED Involvement (1/3)



Effects of Jobs Created in FY13:

- *Change in Earnings:*
\$103,394,774
- *Change in Jobs:* 1,293
- *Average Earnings per Job:*
\$79,956

Source: EMSI I/O Model

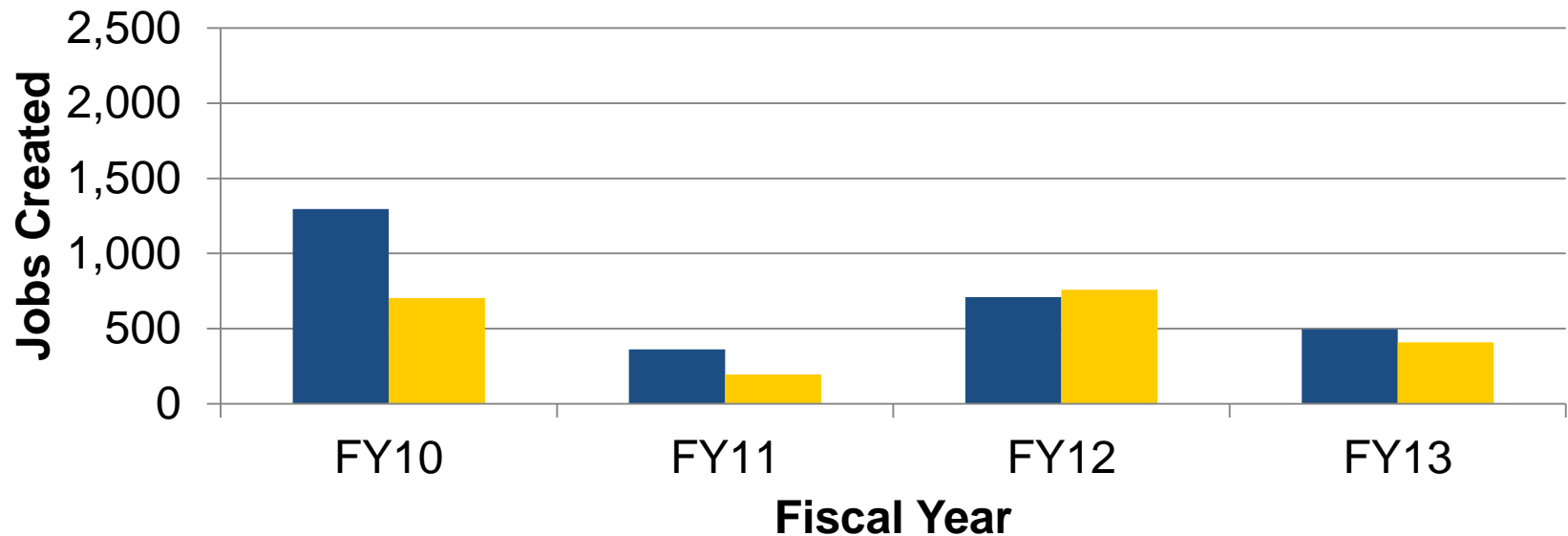
Includes direct, indirect, and induced effects

	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	1,999	556	1,467	903			
Projections	1,372	777	1,562	1,200	1,000	1,000	1,000

From FY10 to FY13, DED has averaged 1,231 jobs created through expansions, attractions, and start-ups. DED projects around 1,000 new jobs in the next three years.



Jobs Created by Existing Business Expansions, Attractions, and Start-ups through DED Involvement (2/3)



■ Expansions ■ Attractions & Start-Ups

	FY10	FY11	FY12	FY13
Expansions	1,295	362	709	495
Attractions and Start-Ups	704	194	758	408

In three of the last four years, jobs created through existing business expansions exceeded jobs created through new and start-up businesses.



Jobs Created by Existing Business Expansions, Attractions, and Start-ups through DED Involvement (3/3)

■ Factors contributing to current performance

- Abundance of business resources and proactive business organizations
- Availability of incentive programs
- Improvement in service delivery to business community
- Timely and varied business assistance
- Targeted attraction activities and marketing

■ Factors restricting performance improvement

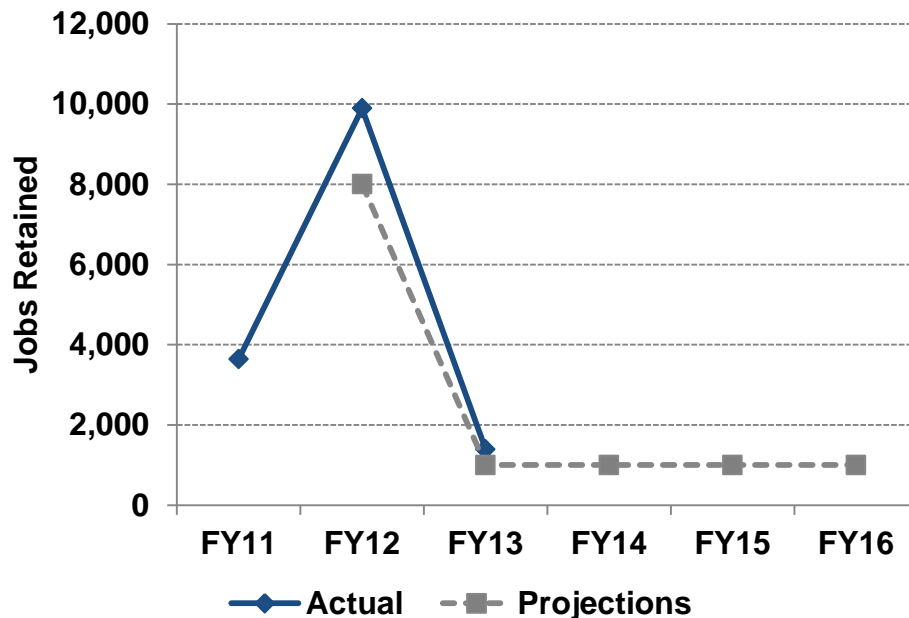
- Competitiveness of region's other jurisdictions in overall business conditions
- Scarcity of seed funding for early stage companies
- Lack of staff resources to court prospects long-term

■ Performance improvement plan

- Improve strategic accounts management through relationship development and project support with documentation of interactions
- Maintain a comprehensive database of County companies
- Develop and implement a business appreciation program with multiple segments
- Develop and implement a strategy to enhance technology transfer from County R&D facilities to the business community through partnerships with organizations such as the Technology Development Corp. of MD and Federal Labs Consortium, BioHealth Initiative
- Conduct regular prospect/project meetings with Park & Planning, DHCA, DPS, and RSCs to identify significant prospect activities and provide unified and seamless support services
- Prudently use the Executive Regulation on Strategic Economic Development Project to deliver improved client services



Jobs Retained (location decision, lease renewals) through DED Involvement (1/2)



Effects of Jobs Retained in FY13:

- Change in Earnings: \$142,016,386
- Change in Jobs: 2,102
- Average Earnings per Job: \$67,555

Source: EMSI I/O Model

Includes direct, indirect, and induced effects

	FY11	FY12	FY13	FY14	FY15	FY16
Actual	3,637	9,891	1,392			
Projections		8,000	1,000	1,000	1,000	1,000

Job retention through location decisions and lease renewals slipped from FY12 to FY13. However, DED beat its FY13 projection by 392 jobs.



NOTE: Job retention data were not collected prior to FY11.

Jobs Retained (location decision, lease renewals) through DED Involvement (2/2)

▪ Factors contributing to current performance

- Consistent work with federal agencies
- Marketing of the county to the GSA
- Proactive approach to companies' needs
- Regular monitoring of expiring leases
- County's willingness to incentivize retention of major employers

▪ Factors restricting performance improvement

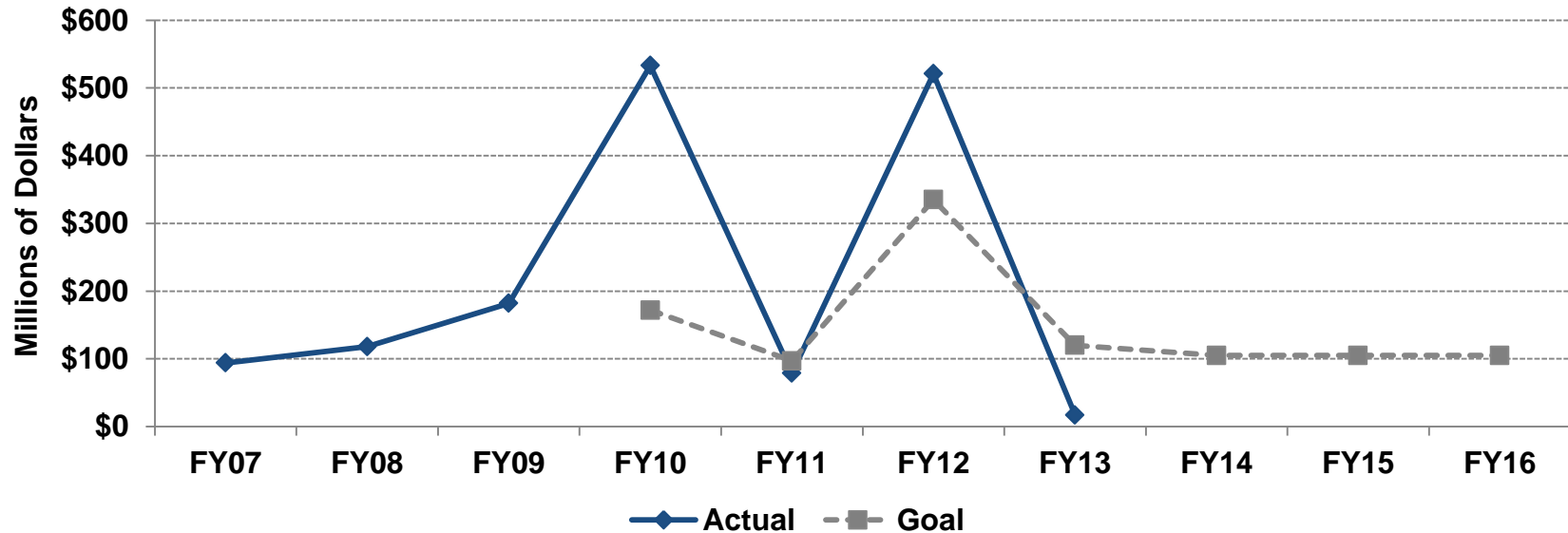
- Competition with other jurisdictions
- Lack of staff resources to identify prospects early on
- Unfavorable commercial lease rates in the county

▪ Performance improvement plan

- Currently building a directory of point staff in all government agencies that can troubleshoot business related issues
- Strengthen business organizations
- Communicate regularly with the local business community
- Monitor and influence federal leasing requirements
- Consistently reach out to major/strategic employers
- Develop close relationship with area landlords with vacant commercial properties



Total New Capital Investment by Business Expansions, Attractions, and Start-Ups through DED Involvement (in millions) (1/2)



	FY10	FY11	FY12	FY13	FY14*	FY15*	FY16*
Actual	\$533	\$79	\$521	\$17			
Goal	\$172	\$97	\$335	\$120	\$105	\$105	\$105

New capital investment has varied greatly over the past three years. DED has a goal of \$105M in new capital investment in each of the next three years.

*Projections for this measure would be highly speculative. Investments by expanding companies in the county vary widely from year to year and depend on the specifics of each expansion project. **Numbers provided above represent goals, rather than projections.**



Total New Capital Investment by Business Expansions, Attractions, and Start-Ups through DED Involvement (in millions) (2/2)

- **Factors contributing to current performance**

- Abundance of business resources and proactive business organizations
- Availability of incentive programs
- Improved service delivery to businesses
- Timely and varied business assistance

- **Factors restricting performance improvement**

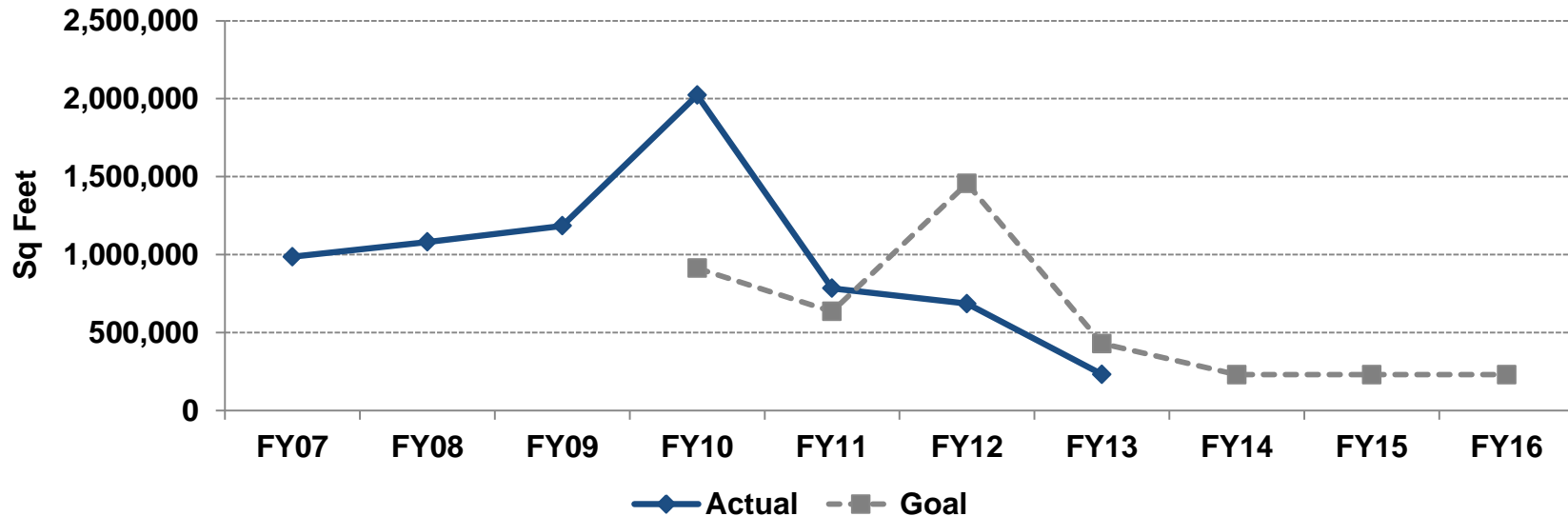
- Depressed financial markets
- High cost of land/lease rates and long development process
- High GSA cap rates for the county
- Higher vacancy and lower lease rates of commercial properties in surrounding jurisdictions

- **Performance Improvement Program**

- Manage Strategic Accounts through relationship development & project support
- Maintain a comprehensive database of County companies
- Develop and implement a business appreciation program
- Develop and implement a strategy to enhance technology transfer from the county R&D facilities to boost business growth opportunities
- Conduct regular (quarterly) prospect/project meetings with Park and Planning Commission, DHCA, DPS, and RSCs to identify significant prospect activities and provide unified and seamless support services to complete the prospect/project transactions
- Prudently use the Executive Regulation on Strategic Economic Development Project to deliver improved client services



Net New Commercial Space Occupied by Business Expansions, Attractions, and Start-Ups through DED Involvement (in square feet) (1/2)



	FY10	FY11	FY12	FY13	FY14*	FY15*	FY16*
Actual	2,023,338	784,671	685,307	232,206			
Goal	913,679	635,680	1,456,145	430,000	230,000	230,000	230,000

Net new commercial space occupied has been in decline since FY10. DED has a goal of 230,000 square feet occupied from FY14-FY16.

*Reliable projections are impossible, as net new commercial space by expanding businesses depends on the nature and scope of each expansion project and is impossible to predict. **Presented numbers are goals rather than projections.**



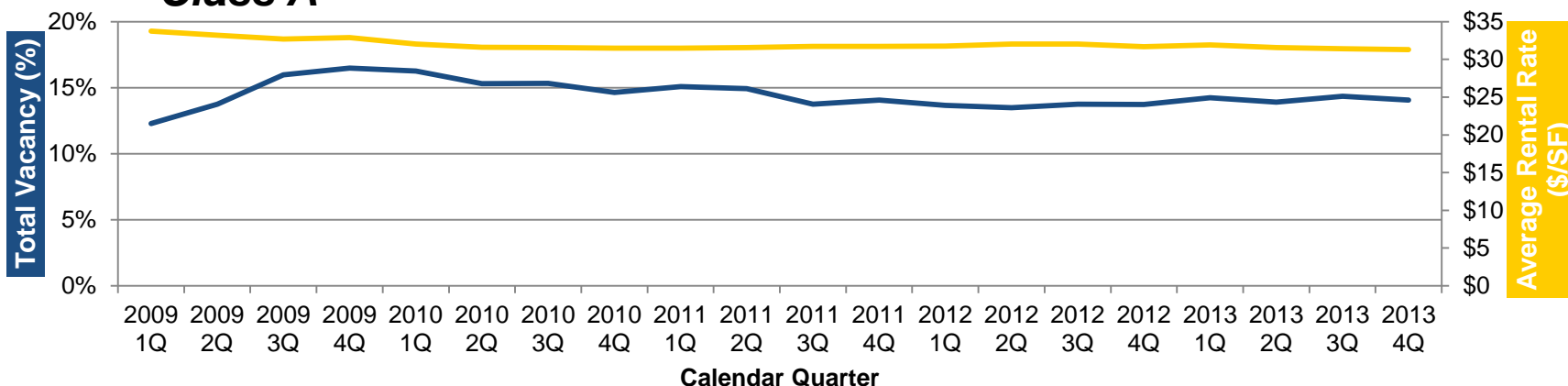
Net New Commercial Space Occupied by Business Expansions, Attractions, and Start-Ups through DED Involvement (in square feet) (2/2)

- **Factors contributing to current performance**
 - Abundance of business resources and proactive business organizations
 - Availability of incentive programs
 - Improvement in service delivery to business community
 - Timely and varied business assistance
- **Factors restricting performance improvement**
 - Economic condition of the country
 - Competitiveness of region's other jurisdictions in attracting businesses
 - Telecommuting and decreased space usage by companies
- **Performance improvement plan**
 - *DED did not provide a plan for this specific measure*

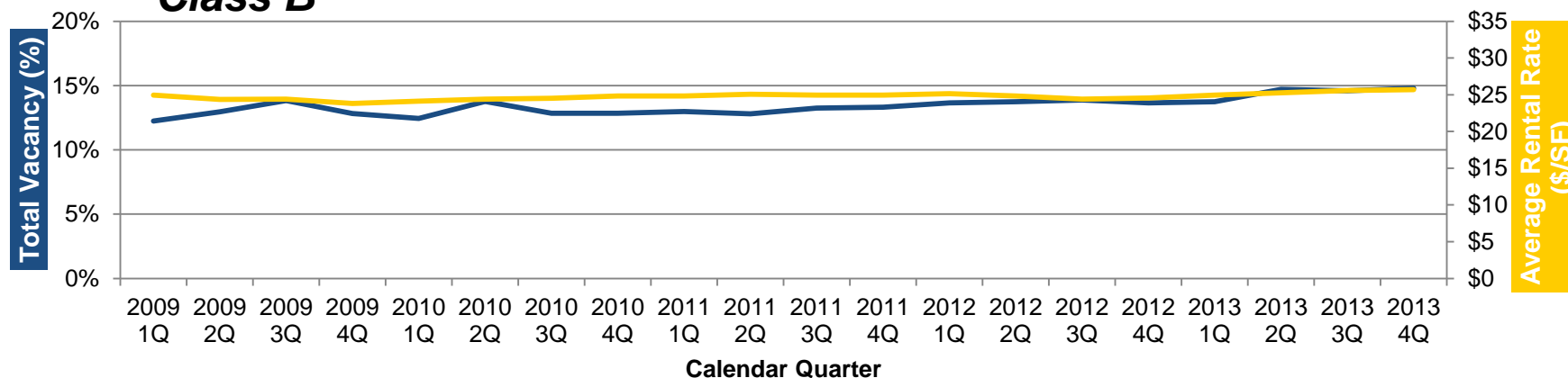


Supporting Data: Class A and Class B Office Vacancy Rates

Class A



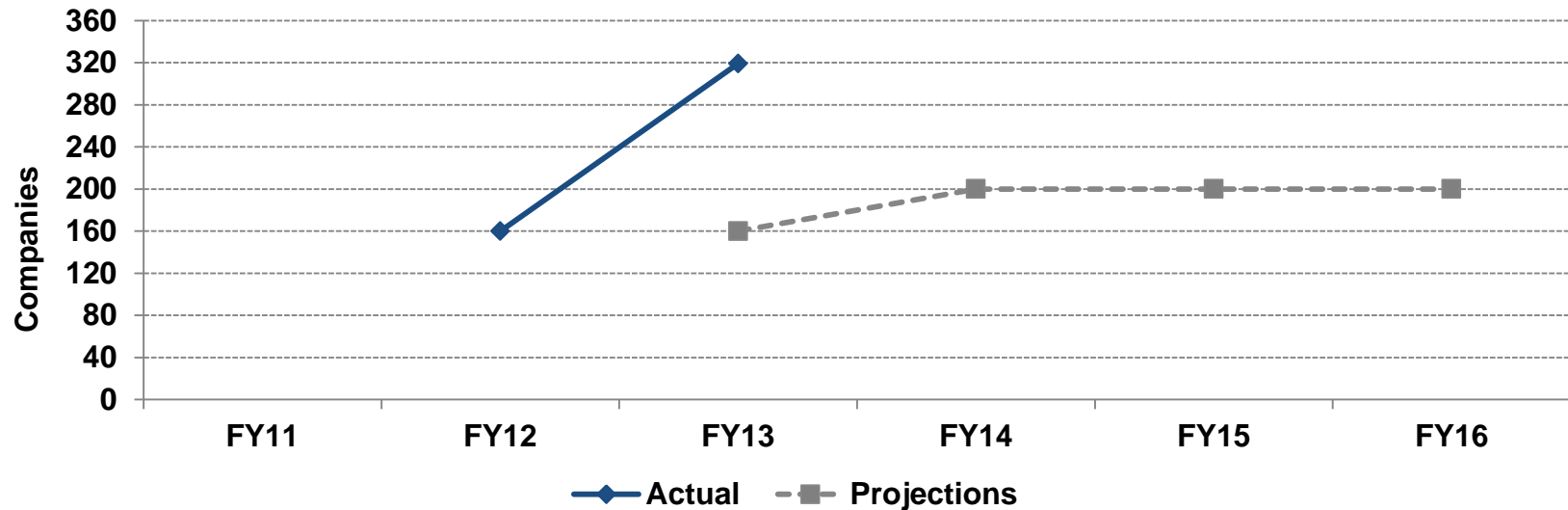
Class B



The rental rate per square foot of Class A office space has decreased by \$2.44 from 2009Q1 to 2013Q4. However, the vacancy rate is in decline since the peak in 2009Q4. The rates for Class B office space rose slightly by \$0.74 as the vacancy rate rose by 2.55 percentage points from 2009Q1 to 2013Q4.



Number of Companies that Received Business Assistance (1/2)



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	N/A	160	319			
Projections			160	200	200	200

DED nearly doubled the number of companies that it assisted between FY12 and FY13. These strategic accounts are chosen by DED based on employment numbers, growth potential, relation risk, and the type of industry.



NOTE: This is a new measure that reflects the scope of DED's work with the local business community.

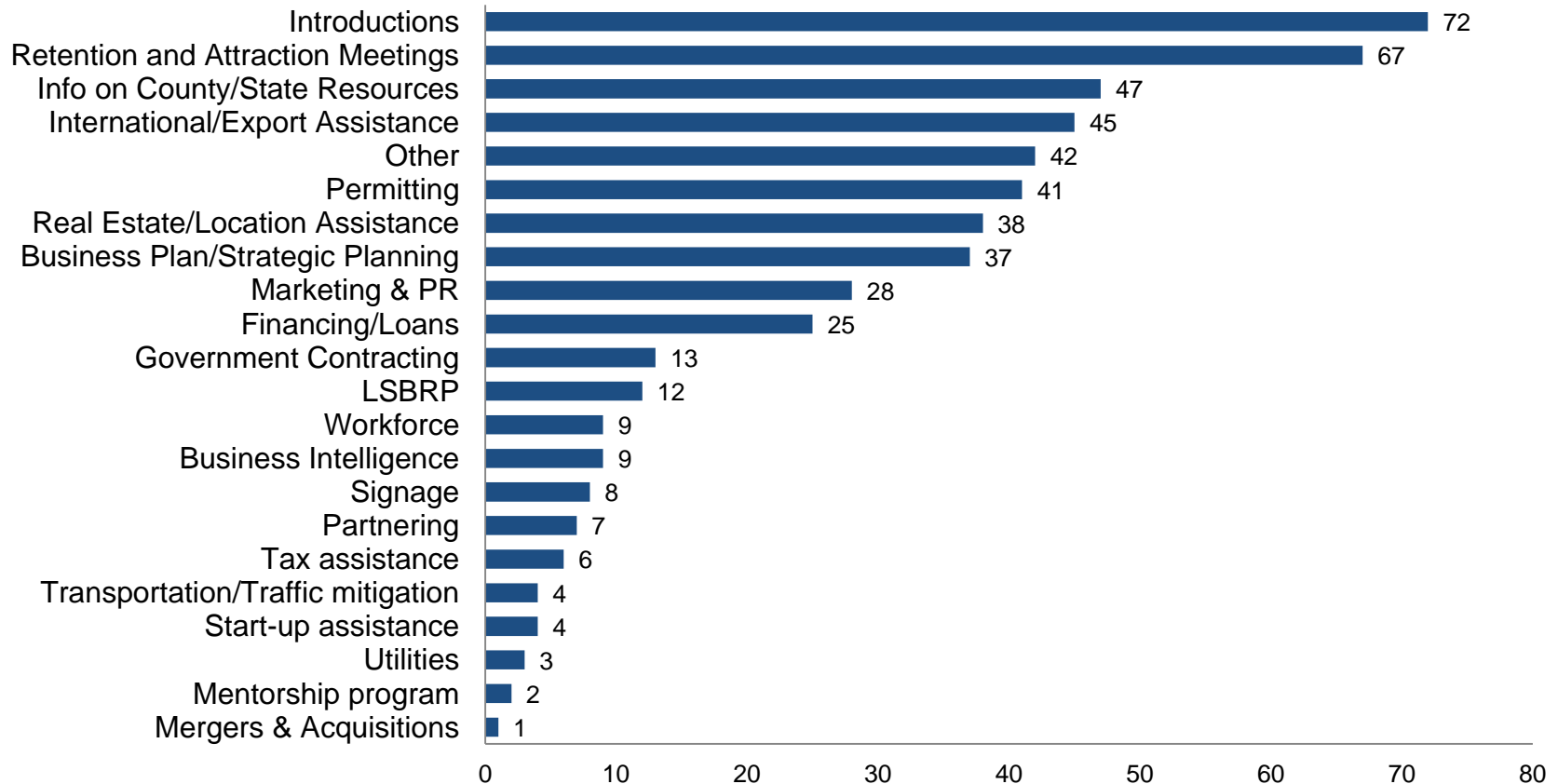
Number of Companies that Received Business Assistance (2/2)

- **Factors contributing to current performance**
 - Aggressive business visitation program
 - Active communication with the local business community via social media and improved website
- **Factors restricting performance improvement**
 - Limited staff and operating funds to sponsor events and programs
 - Assistance often involves other County departments and unified service delivery is not always clearly identified
- **Performance improvement plan**
 - Continue developing a clear, unified system between all County departments for service delivery to the businesses



NOTE: This is a new measure that reflects the scope of DED's work with the local business community.

Supporting Measure for Business Assistance: Total Number of Business Assistance Engagements*

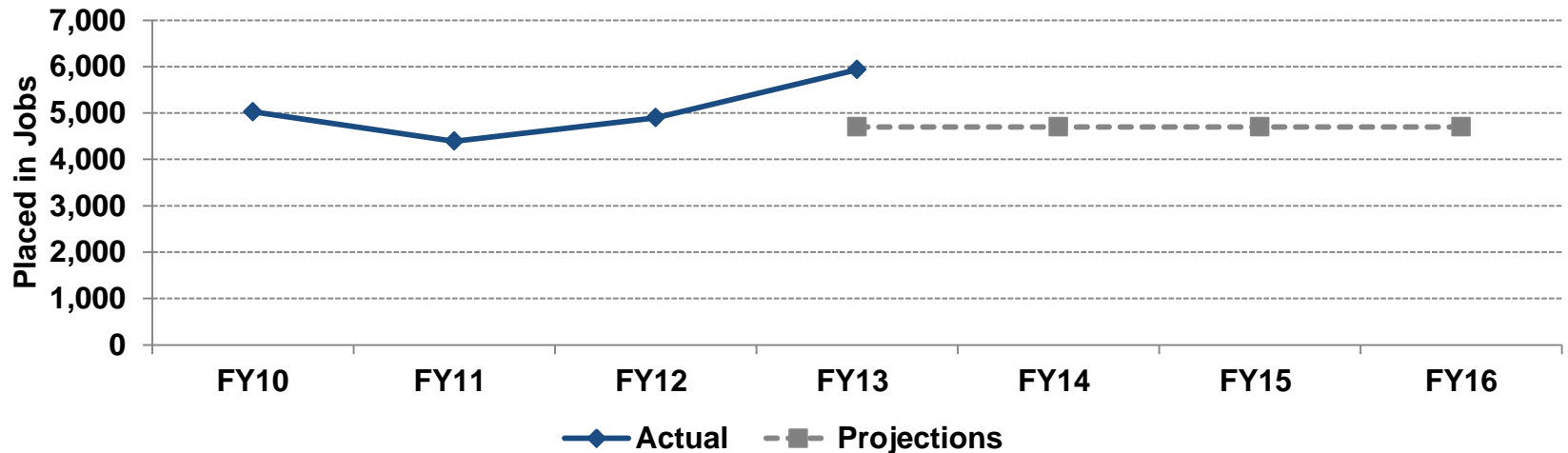


Of these business engagements, DED worked to introduce themselves to businesses and retention or attraction of businesses. The majority of the outreach was to Montgomery County companies, but in FY13 DED visited 21 companies outside of the county.



*One business can be assisted multiple times by DED staff.

Number of Job Seekers Placed in Jobs by Workforce Services (1/2)



	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	5,025	4,393	4,898	5,934			
Projections				4,700	4,700	4,700	4,700

Workforce Services averaged 5,063 job seekers placed in jobs from FY10 to FY13. The division projects job placement to be slightly lower at 4,700 placed each year from FY14-FY16.

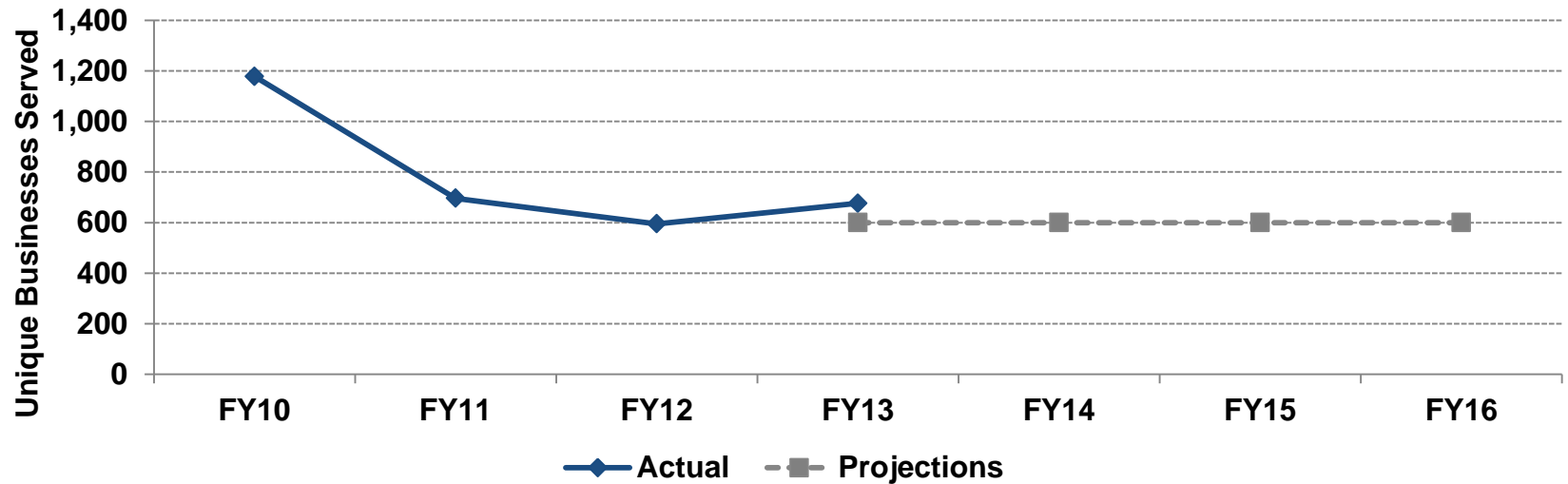


Number of Job Seekers Placed in Jobs by Workforce Services (2/2)

- **Factors contributing to current performance**
 - Industry alliances help to target employer recruitments and forums
 - Variety of training workshops for job seekers
 - Industry specific training programs in Professional Services, IT, Administration, Healthcare, and others
 - Availability of discretionary grants
- **Factors restricting performance improvement**
 - General state of the economy and employment grants
- **Performance improvement plan**
 - The Workforce Investment Services is aiming to align all service delivery to industry needs. Based on high growth and high demand or high wages, Allied Health, Professional/Business Services, and Food Service/Hospitality will be targeted in the next few years. Workforce Investment Services will continue to provide industry specific training and job placement services to jobs seekers.



Number of Unique Businesses Assisted by Workforce Services for Recruitments, Trainings, and Lay-Offs (1/2)



	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	1,178	696	595	676			
Projections				600	600	600	600

Unique businesses assisted are down from a peak of 1,178 in FY10 to 676 in FY13.



Number of Unique Businesses Assisted by Workforce Services for Recruitments, Trainings, and Lay-Offs (2/2)

- **Factors contributing to current performance**
 - Established partnerships with HR teams of businesses
 - Industry alliances with focus industries
 - Extensive use of Maryland Workforce Exchange
- **Factors restricting performance improvement**
 - Status of economy, hiring rates, other economic factors outside DED's influence
- **Performance improvement plan**
 - Develop new relationships with employers in the County, and analyze how their workforce needs may be met through our services



Comparison of Maryland Program Year 2012 WIA Annual Report Scores

	Sate Negotiated Performance Level	Anne Arundel County	Baltimore City	Baltimore County	Frederick County	Lower Shore Consortium	Mid-Maryland Consortium	Montgomery County	Prince George's County	Southern Maryland Consortium	Susquehanna Region Consortium	Upper Shore Consortium	Western Maryland Consortium
Entered Employment Rate Adult	82%	91.7%	71.2%	73.8%	90.1%	67.6%	83.0%	87.0%	81.6%	72.3%	83.7%	95.2%	85.3%
Entered Employment Rate Dislocated Worker	87%	90.0%	76.1%	80.6%	93.2%	70.4%	91.4%	91.9%	83.2%	79.2%	84.0%	94.6%	88.9%
Retention Rate (6 months) Adult	84%	91.5%	84.3%	95.1%	94.4%	93.4%	91.9%	92.7%	86.1%	81.3%	89.9%	92.2%	91.7%
Retention Rate (6 months) Dislocated Worker	91%	92.8%	88.2%	91.3%	97.3%	93.8%	91.3%	88.5%	90.2%	84.8%	89.3%	92.1%	89.4%
Placement in Employment or Education Youth (14-21)	65%	89.3%	78.2%	72.0%	100.0%	65.4%	81.3%	87.7%	79.5%	69.7%	95.9%	88.1%	81.0%
Attainment of Degree or Certificate Youth (14-21)	68%	96.8%	92.1%	75.3%	77.8%	79.5%	85.7%	81.9%	83.3%	78.8%	66.7%	87.8%	87.5%
Literacy or Numeracy Gains Youth (14-21)	67%	66.7%	62.5%	76.7%	58.8%	100.0%	71.4%	59.0%	87.5%	55.6%	80.3%	100.0%	84.2%
Overall Rating		Exceed	Exceed	Exceed	Exceed	Exceed	Exceed	Exceed	Exceed	Exceed	Exceed	Exceed	Exceed

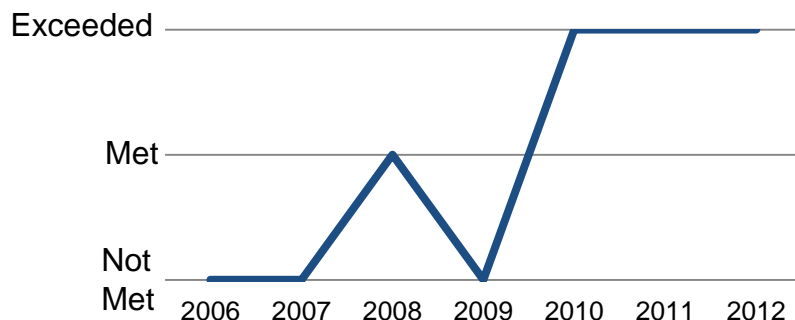
* Color for individual rating threshold to "met" is 80-100% of negotiated performance level



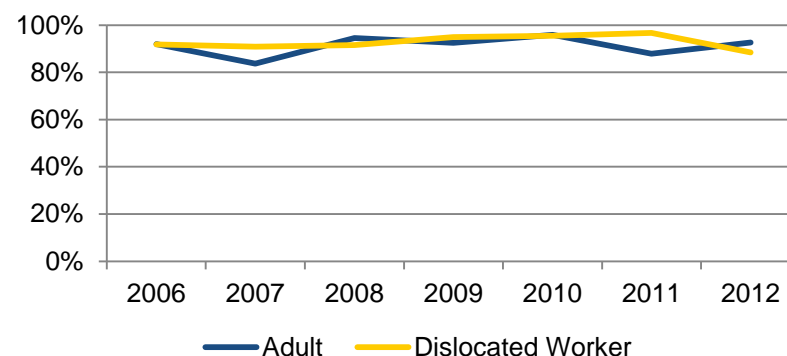
Source: Maryland Annual WIA Report PY 2012

Montgomery County WIA Annual Report Scores 2006-2012

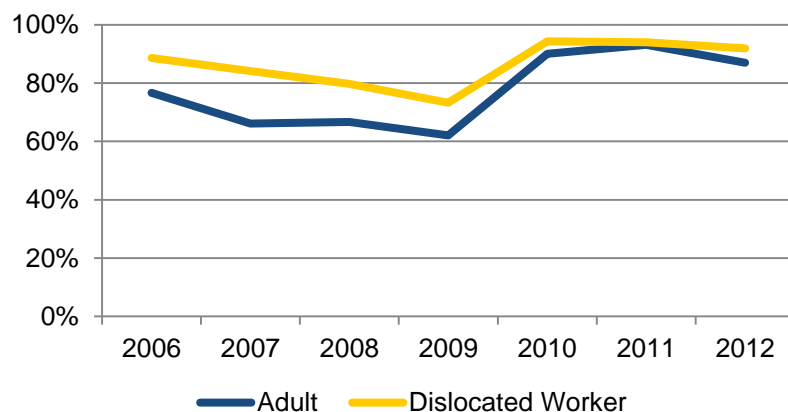
Overall Rating



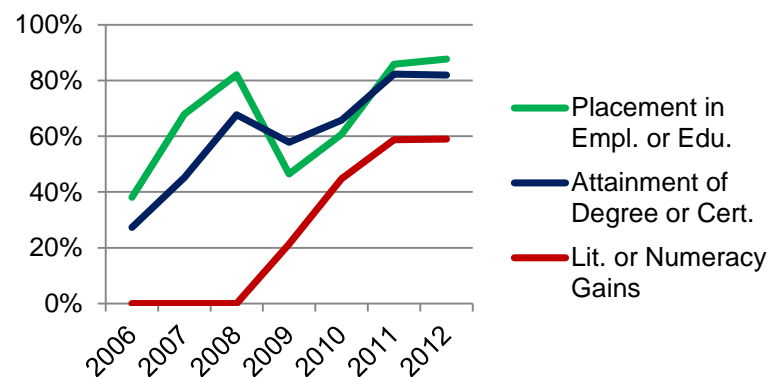
Retention Rate



Entered Employment Rate



Youth Programs (age 14-21)

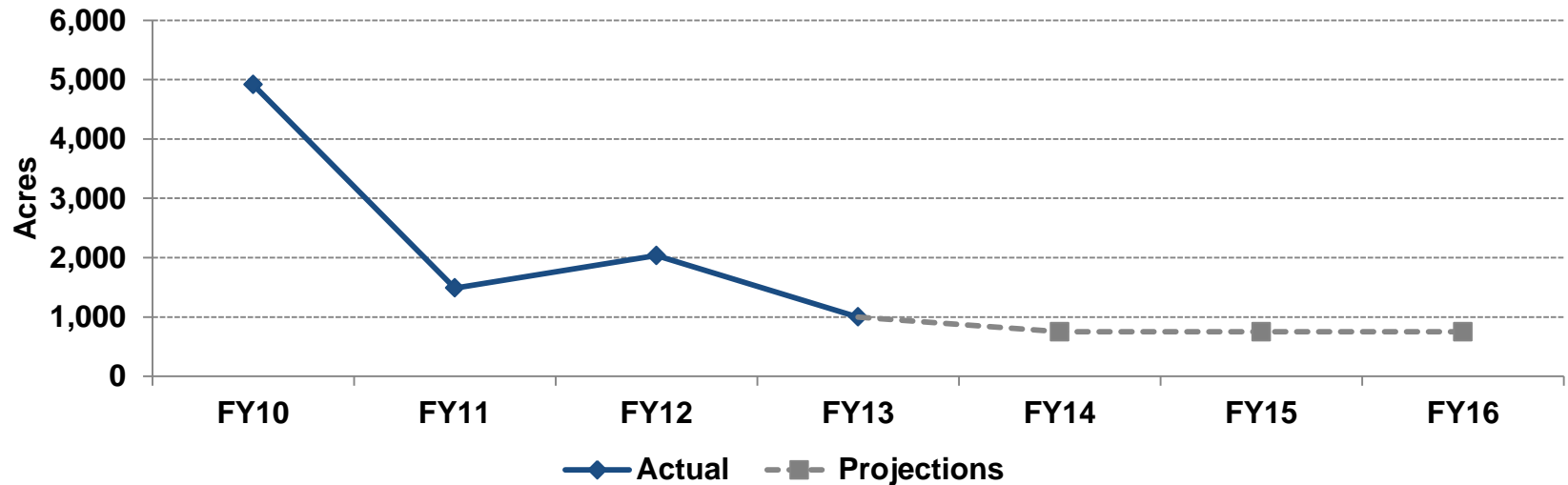


Over the last three program years, Montgomery County has exceeded performance targets. There have been major gains for youth programs since 2009.



Source: Maryland Annual WIA Report PY 2006-2012

Acres of Land Under Easements Inspected (1/2)



	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	4,915	1,488	2,036	1,000			
Projections				1,000	750	750	750

In FY13, Agricultural Services inspected 1,000 acres of land under agricultural or conservation easements to ensure landowner compliance with all of the easement covenants.



NOTE: More data regarding the easement programs can be found in Ag Services' [FY13 Report](#)

Acres of Land Under Easements Inspected (2/2)

- **Factors contributing to current performance**

- Increased participation in Agricultural Land Preservation Programs (BLT, MALPF, and AEP)

- **Factors restricting performance improvement**

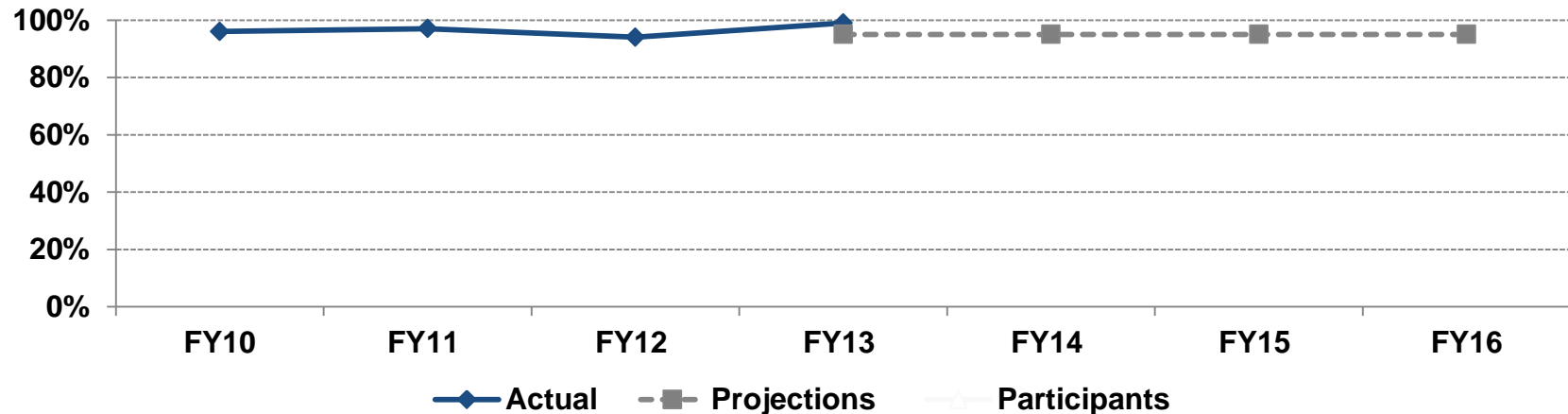
- Budget reduction leading to decrease of inspection staff from 1 FTE to part-time contractual summer employee
- Increase of Agricultural Preservation Easement acquisitions from 153 acres in in FY11 to 550 acres in FY12

- **Performance improvement plan**

- It is unsure how much assistance or funding will be available in FY13 and beyond for hiring temporary staff. It is presumed that this environment will account for less acreage that can inspected on an annual basis by the Program Administrator as time for conducting inspections must be split between other aspects and duties associated with the Agricultural Land Preservation Program. This means a greater overall workload for 1 FTE Program Administrator for the next FY as well as the foreseeable future. The Program Administrator will make it a priority to ensure that at a minimum 1,000 acres will be inspected in FY13 and 750 acres in both FY14 and FY15. Increased interest in the County's Building Lot Termination Program is projected to increase during FY14 and FY15.



Percentage of Participants Satisfied with DED Sponsored Technical Assistance and Training Programs (1/2)



	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Actual	96%	97%	94%	99%			
Projections				95%	95%	95%	95%
# of Participants	N/A	1,461	1,939	1,443			

Overall satisfaction with DED sponsored assistance and programs remains high. The total number of participants dipped by 496 from FY12 to FY13.



Percentage of Participants Satisfied with DED Sponsored Technical Assistance and Training Programs (2/2)

- **Factors contributing to current performance**
 - Having the ability to provide timely information in a clear and concise manner encourages businesses to attend our events
- **Factors restricting performance improvement**
 - Only satisfaction for DED sponsored events is measured, while satisfaction for DED co-sponsored events may or may not be measured by our partners and other resource providers
- **Performance improvement plan**
 - Use the results of the evaluations done following DED sponsored events to change/adapt training format and content to continue to meet the needs of the business community
 - Improve the rate of collection of surveys
 - Capture satisfaction rating for DED co-sponsored events



Part 4

BUSINESS INNOVATION NETWORK - INCUBATORS



County's Business Incubators – At a Glance

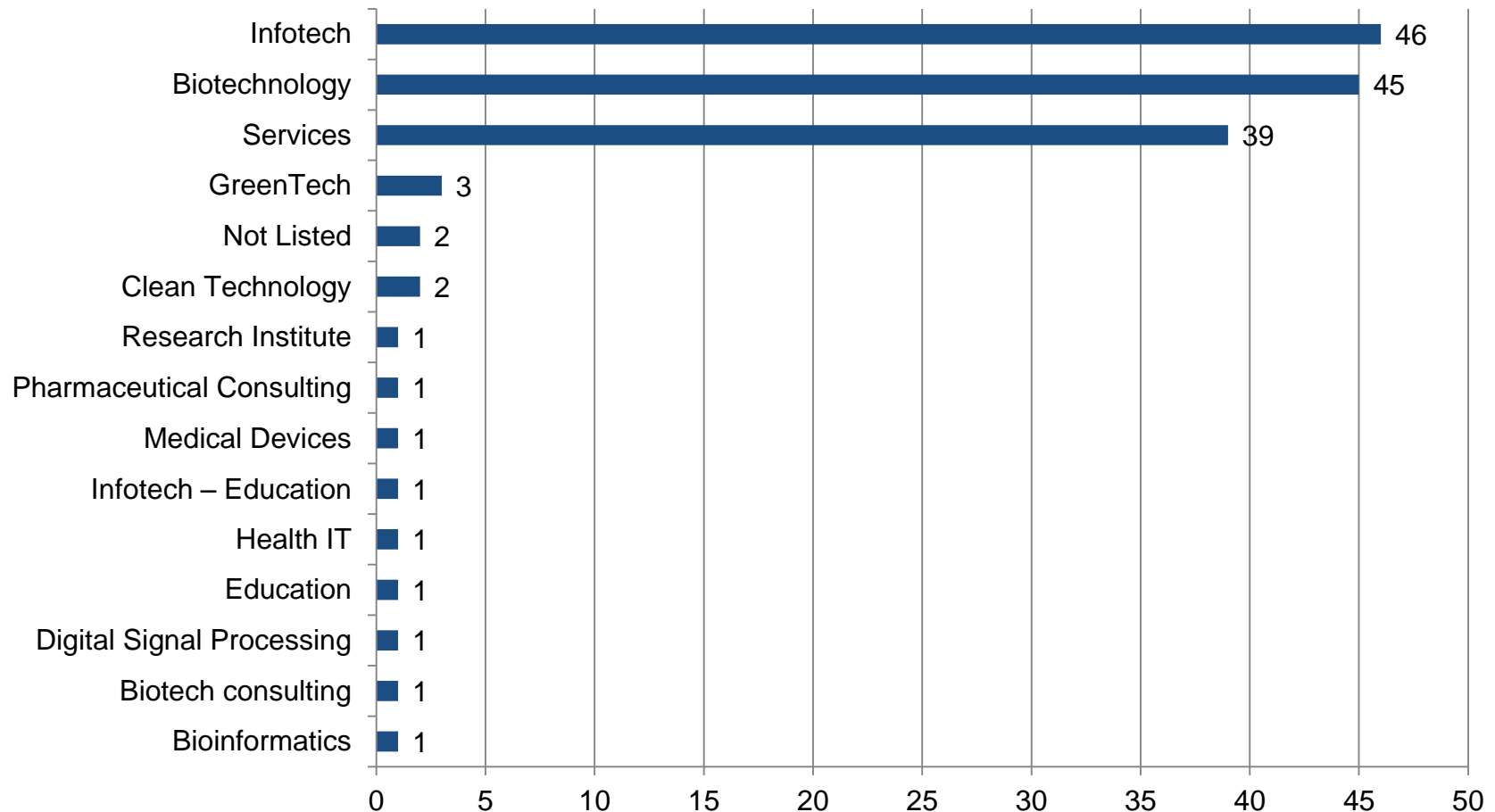
- 14 out of approximately 130 companies at a business incubator graduated in FY13
- The average length of stay for businesses in the incubators is 3 to 5 years
- Occupancy rates for entire incubator network:

Occupancy Rate	FY12	FY13
Lowest	76%	86%
Average	88%	92%
Highest	100%	93%

The average occupancy rate increased 4 percentage points from FY12 to FY13.



Current Incubator Tenants – By Industry

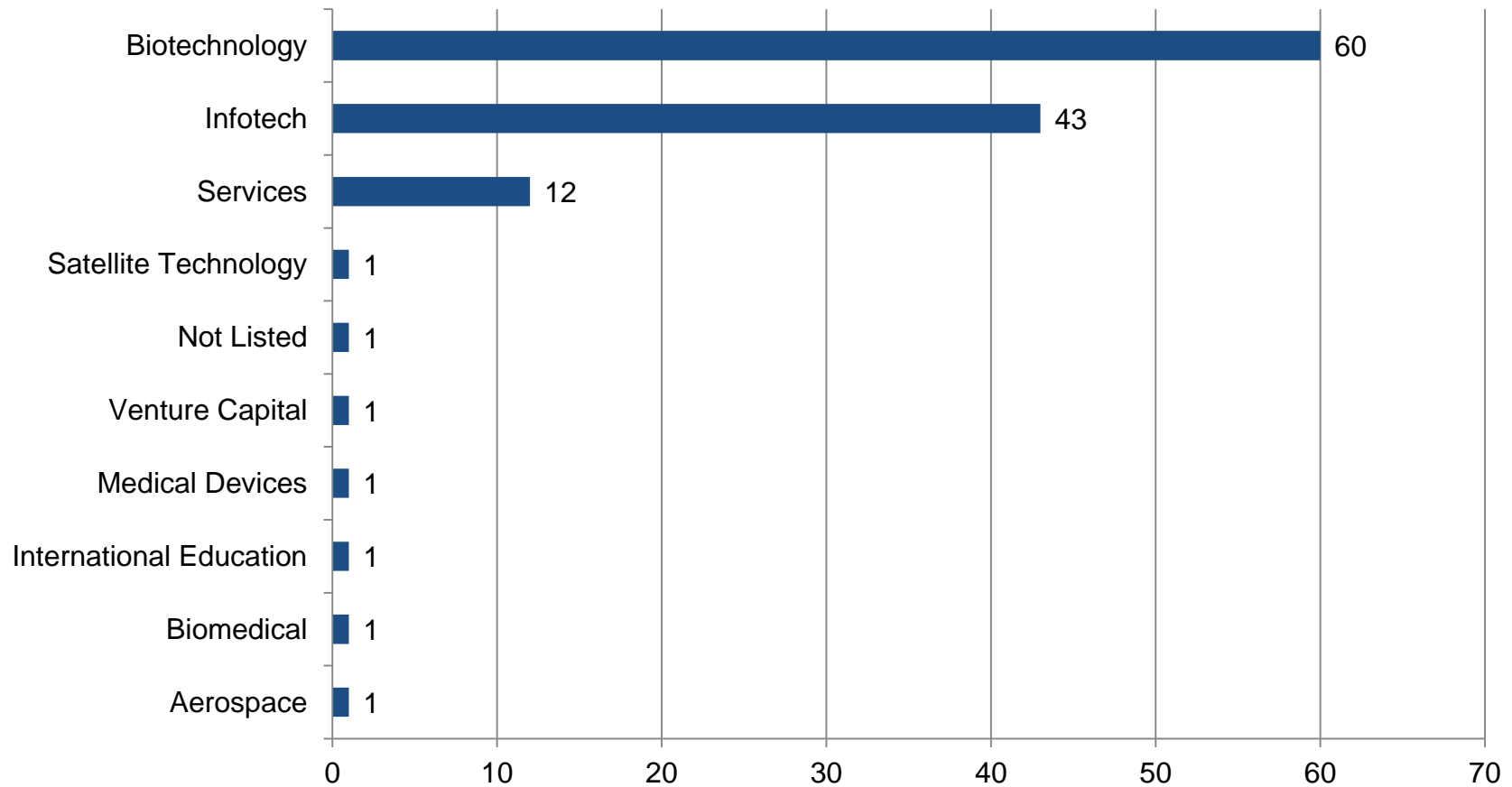


The majority of the 146 companies in the incubator program currently are related to information technology and biotechnology industries.



Source: **MC Innovation Network Website**

Incubator Graduates – By Industry



The top three current industries also represent the majority of companies graduating from the business incubators.



Source: MC Innovation Network Website

Part 5

RESPONSIVE AND SUSTAINABLE LEADERSHIP



Overview of Responsive and Sustainable Leadership

Area	Measure	FY12	FY13	Change
Effective and Productive Use of the Workforce/ Resources	Average overtime hours worked by all full-time, non-seasonal employees	0	0	N/A
	Workforce availability for all full-time, non-seasonal employees	86.9%	86.3%	↔
Internal Control and Risk Management	Fully implemented audit report recommendations since issuance of the audit report	No Audit	No Audit	N/A
	Number of work-related injuries	0	0	N/A
Succession Planning	Percent of identified key position/ functions have developed and implemented long-term succession planning	N/A	25%	NEW
Mandatory Employee Training	% of department's employees that have fulfilled mandatory County/State/Federal training requirements	25%	25%	↔
MFD Procurement	% of dollars awarded to MFD firms	0%	14.3%	↑
Environmental Stewardship	Print and mail expenditures	\$12,242	\$12,434	↔
	Paper purchased	583,500	477,500	↑



Wrap-Up

- **Follow-up items developed during the meeting will be distributed by CountyStat to all participants**

